

connect

ENGAGING MARKETING MINDS

NOVEMBER/DECEMBER 2022



MARKETING OPERATIONS: EXECUTION IS EVERYTHING



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 **866.938.3607**, or visit **goNextPage.com/ShapeCutEnvelopes** for more information.
Visit **nxtpg.co/shape-cut** to download a **FREE** Shape-Cut Envelope eKit.

CONSTANT LEARNING

Exponential advances in technology have been changing the societal landscape for awhile now. Entire industries are being redefined and millions of jobs are impacted in the face of these disruptive forces. Trends become increasingly fickle and ongoing innovation leads to new processes and pathways on a daily basis. What seemed trendy yesterday becomes passe' today amidst all of this change.

It has become abundantly clear that lifelong learning and the ability to think differently will be the key to both individual and collective success. No one can accurately predict the future, but the future of work will clearly require new skills; and more importantly, require lifelong learners to possess the requisite knowledge to meet the needs and demands of the marketplace. Disruption is clearly here to stay. And the only constant is defining your brand by the clients you serve.

It seems easy to think that we must challenge the status quo and innovate just like everyone else. The status quo, however, doesn't exist because technology and change don't sit still. Only a deep understanding of the marketplace will sustain you through technological innovation and any other changes that come your way. It follows that lifelong learning begins with great conversations with your client base.

Every marketing professional is facing adversity due to constant change. There will be a lack of time, not enough resources, outdated facilities, resistant colleagues, and a slew of directives that make up the obstacles in front of us. It will be difficult to envision and implement progressive change when you feel buried by these daily obstacles. Consequently, we must embrace the challenges through the constant learning that comes from engagement with the people we mean to serve.

Speaking of lifelong learning, this issue is chock full of it. Our cover story, "The Age of Execution," identifies the challenges and bottlenecks within the marketing operational team and how to work through them. And in our second feature, "Lean on Me," we discuss one of the critical issues of the day—the marketing supply chain. We wanted to shine a light on why it not only is important to identify strong supply chain partners, but also how consistently strengthening these relationships is critical.

Enjoy and warmest regards,

Gina M. Danner, CEO



02	Feature	Lean on Me
06	Cover Story	Marketing Operations: Execution is Everything
10	Tactics	Strategies You Can Use
12	Q&A with	Mitchell Levy

IT HAS BECOME ABUNDANTLY CLEAR THAT LIFELONG LEARNING AND THE ABILITY TO THINK DIFFERENTLY WILL BE THE KEY TO BOTH INDIVIDUAL AND COLLECTIVE SUCCESS.

connect

Publisher

Gina M. Danner

Design Editor

Jennifer A. Ulm

Connect is published bi-monthly by NextPage® 8300 NE Underground Drive, Pillar 122, Kansas City, MO 64161. ©2022. All rights reserved.

For more information, contact us at 866.938.3607 or visit goNextPage.com.



LEAN ON ME

SUPPLY PARTNERS
HAVE NEVER BEEN
MORE CRITICAL

IN TODAY'S TOUCH AND GO, widely unpredictable landscape, if you do not have a seamless supply chain process, every link in the chain runs the risk of being cumbersome and accident-prone. Or, as Nikolay Osadchiy warns, peaks in demand can drive overtime costs, stockouts and lost sales, while slowdowns leave capacity idle and increase excess inventory.

In a piece Osadchiy, Associate Professor, ISOM, at Emory University's Goizueta Business School, co-wrote for MIT Sloan Management Review, he says that the impact on customer service levels—not to mention the bottom line—can be significant. Without good supply chain management, what should be a seamless process can become more costly than it could be in terms of the time and resources it demands. "It's a combination of hard and soft skills. Pricing, process and inventory optimization is important, but understanding your supplier's pain points and working with them so that the relationship is mutually beneficial is really the key."

HAVING A QUALITY RELATIONSHIP IS ACTIVE AND THE ONE THAT GIVES SUPPLIERS VOLUME. YOU CAN ALSO BE A GOOD CUSTOMER TO A SUPPLIER IF YOUR ORDERS TAKE INTO ACCOUNT THE SUPPLIER'S AVAILABLE CAPACITY."

— **NIKOLAY OSADCHIY**, ASSOCIATE PROFESSOR, ISOM, EMORY UNIVERSITY'S GOIZUETA BUSINESS SCHOOL

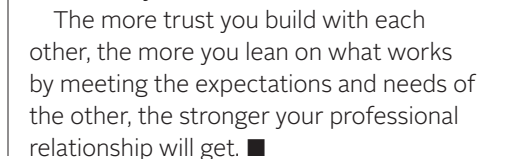




“ALWAYS MAKE SURE COMMUNICATION IS UP TO PAR, SUPPLIERS HAVE THE PRODUCT PHYSICALLY IN STOCK, AND THEIR SHIPPING TIMES AND PRODUCT COSTS MATCH THE NEEDS OF YOUR BUSINESS.”

The best strategies depend on who you talk with. Osadchiy says that practice shows that it is better to have a few relationships, where you don't have to rely on a single supplier, but have an alternative supplier

The process, if followed thoughtfully, is simple and effective: Be honest about your needs and be loyal. There are so many items



IF YOU ARE LOOKING TO GO ALL

in for some over-the-edge marketing, why not do a treasure hunt? In August 2022, Doritos launched a nationwide hunt where any triangle in the real world can unlock exclusive experiences and rewards. Mindy Weinstein calls the personalized and engaging campaign strategy a stroke of marketing genius.

Through the technological brilliance of Snapchat AR lens, fans of the flavored tortilla chips brand were able to convert any triangle into Doritos and weekly TikTok challenges.

And, as Weinstein, founder of Market MindShift, says, it brilliantly commandeered a slew of famous triangular landmarks in Atlanta, Memphis and New York. Not to mention, it partnered with a number of iconic brands—including Guess Originals, Vivid Seats and Xbox using Fortnite Creative Mode to create Doritos Triangle Island.

CONNECTING
WITH
CUSTOMERS
IS KEY TO THE
FUTURE

MARKETING OPERATIONS: EXECUTION IS EVERYTHING



“Fans were encouraged to look for triangles, literally everywhere,” says Weinstein, who also is author of “The Power of Scarcity: Leveraging Urgency and Demand to Influence Customer Decisions.”

By incorporating Snapchat, TikTok and Fortnite, the Frito-Lay North America marketing team was able to capture the attention of a younger demographic, the market segment it targeted with the campaign. Along with helping fans turn Doritos into a code to win prizes, there was a weekly TikTok challenge where participants had a chance to win money. The added touch was the entry into the Fornite world, where Triangle Island delivered a twist to three mini-games: Nacho Usual Spleef, Spicy Sweet Chiliwars and Crash Course Deathrun. The brand also partnered with StreamElements to develop an AI TriangleBot, which enabled streamers to replace triangles in all of their games with Doritos chips.

When it comes to effective marketing,

strategy is nothing without great execution. Being able to identify the challenges and bottlenecks is key to achieving, dare we say, Doritos Nirvana. “Marketing is much more personalized than ever before,” Weinstein says. “Brands have shifted a lot of attention and marketing dollars to creating experiences and personal interactions with customers. From virtual events to contests to continuous digital content creation, brands are using creative means to better engage and create communities.”

Additionally, as in the case of Doritos, some brands are developing “exclusive” communities within their customer base by allowing customers to sign up and get involved in limited-availability products based on their interests.

As founder of the digital marketing firm Market MindShift, Weinstein is well-versed in helping brands reach operational excellence, having trained thousands of professionals from brands like Facebook (Meta), The Weather Channel and

World Fuel Service. She believes one of the biggest problems marketing teams face is staying up to date on consumer communication preferences. In other words, knowing how to best reach and communicate with customers as technology and behavior changes can be challenging.

“Talking with customers, watching other brands and paying attention to technology trends are all ways marketers can overcome this problem,” Weinstein says. “An effective marketing strategy starts with a clear objective. What is it you want to accomplish with this specific campaign? Then, clearly define the market segment. The key is being specific. The market segment cannot be every potential customer; it must target a very detailed audience. From there, you can determine the ideal messaging and channels in which to communicate. Once the strategy is executed, you have to continue to measure the results.” ■

FINDING YOUR MARKETING BALANCE

In her years as an account executive, marketing director, senior-level copywriter and director, Becky Bugger has always focused on humanizing the process. Today, the concept of shared stories and viable connections, both in person and virtually, are what she believes help connect a brand with its community.

In short, customers and clients want more than the technical proof you can sell their product; they want to feel like you are connected to their brand in a way that allows you to fully understand who they want to reach, why, and how to get to them. When it comes to the market, they want the same thing. Company culture, brand positioning and social corporate responsibility are all factors that have to be taken into consideration when developing any kind of marketing plan.

“It’s about having balance,” says Bugger, Director of Business Development and Sales at StubGroup. “Navigating the tightrope that takes you from startup to thriving company is something that requires consistent fine-tuning, and the ability to pivot at the right time over and over again. Whether it’s finding your market and continually meeting its needs and remaining relevant, knowing where and when to spend marketing dollars and pull them back, or keeping a robust marketing plan in place while HR tries to keep up, if you cannot find a balance between it all, you’ll become increasingly frustrated with your efforts.”

Bugger says the approach comes down to effective research, organization and planning for every possible outcome—and that still will not keep you from running into an obstacle or two along the way. “Creating a clear understanding that it’s not a competition between which parts of the strategy are performing best—a successful team understands that without one effort, it’s like another would fail. Continually challenge the good days with questions about how to do better. Always reach higher, set bigger goals, and make sure that your team knows that every one of them is a piece of the puzzle that makes the strategy come together.”

In a campaign StubGroup did with luxury kimono brand KIM+ONO,

the agency helped the brand move from storefront to online megastore. While managing its digital advertising, StubGroup hustled on social media via influencers and offline marketing tactics. Recently, entertainment superstar Gwen Stefani wore one of its robes on her wedding day.

“You’d think that was the culminating point of success, but we took it one step further by creating another social media advertising campaign sharing her Instagram story and promoting KIM+ONO,” Bugger says. “You start by getting to know every client organically. We don’t have set templates that we use when it comes to marketing for specific verticals or price points. It’s just as important for us to understand each of our clients’ businesses as it is for us to understand our own. Then we put in the work—lots of research—from what the competition is doing to where the target market is hanging out.”

In the end, success is about baby steps, testing and figuring out what works, and then capitalizing on it. Even then, as you head toward the finish line, you must remain vigilant in the search for “what’s next.” A great strategy always evolves with a strong finish and the ability to top it with confidence. ■

“YOU START BY GETTING TO KNOW EVERY CLIENT ORGANICALLY. WE DON’T HAVE SET TEMPLATES THAT WE USE WHEN IT COMES TO MARKETING FOR SPECIFIC VERTICALS OR PRICE POINTS”

— BECKY BUGGER, DIRECTOR OF BUSINESS DEVELOPMENT & SALES, STUBGROUP



TACTICS

MARKETING'S BLIND SPOT

Customer lifetime value is the total worth to a business of a customer over the whole period of their relationship. It's an important metric as it costs less to keep existing customers than it does to acquire new ones, so increasing the value of your existing customers is a great way to drive growth.

84% of marketers agree: They are not effectively segmenting and targeting customer sets for long-term value.

THE TRUTH HURTS

Marketers are too focused on acquiring customers, and not focusing enough on how to foster loyalty and long-term value

- 43%** rate their CAC (Customer Acquisition Cost) to LTV (Long-Term Value) average to best
- 25%** rate it as below average or very poor
- 55%** of marketers say aggregating the right data for a robust view of the customer is the most significant challenge they face in maximizing LTV

The data that would help them most:

- 44%** Level of satisfaction
- 41%** Customer lifetime value
- 37%** Incidence of churn and defection
- 35%** Customer purchase history
- 33%** Brand loyalty

MARKETERS WORKING TO IMPROVE LTV

Most important requirements:

- 36%** Humanizing connections
- 36%** Aligning the organization
- 34%** Offering products that fit needs

Most effective current initiatives:

- 47%** Better communicating value proposition
- 42%** More sophisticated targeting
- 42%** Leveraging relevant marketing content

Marketers' future plans

- 62%** Unified view of customer
- 40%** Lasting connections with customers
- 38%** Dynamic customer-brand experiences

Source: 2021 CMO Council report entitled "Humanizing + Analyzing Relationship to Drive Revenue, Retention And Returns." The report is based on a survey of 150 global marketing leaders and four deep dive interviews with executives from Informatica, PepsiCo, Electrolux, and RedBubble. Sponsored by Deloitte.



MARKETERS NEED A ROBUST SKILL SET

86% say a lack of resources and capabilities impairs the performance of their team. The top deficiencies include:

- 44%** Customer journey, acquisition, and conversion
- 42%** Segmentation and personal-sized messaging scale
- 37%** Actioning on customer data insight
- 31%** Demand generation and pipeline
- 30%** Marketing planning to support digital growth

TOP 5 ORGANIZATIONAL DEVELOPMENT PRIORITIES IN MARKETING

- 61%** Expand marketing automation across all functions
- 58%** Deepen marketing capabilities across all channels
- 39%** Better align marketing with lines of business
- 32%** Upgrade marketing competencies of team

TOP 5 AREAS OF EXPERTISE WANTED IN A MARKETING LEADER

- 45%** Go-to market execution and operation
- 38%** Content and demand generation
- 33%** Digital interactive marketing
- 25%** Strategic planning, branding, and positioning
- 24%** Sales intelligence and CRM

Source: CMO Council report, "Scaling the Value of the CMO", is based on a survey of 1560 global marketing leaders.



“Content marketing isn't about the brand, your products, or your services. It's about your audience. What do they care about? And, more importantly, how can you be the one to provide something no one else is, which in turn elevates your brand **from a commodity to something people embrace?**”

- Michele Linn, Former Editorial Head of the Content Marketing Institute

QA

In all the conversations you've had about credibility, what's the most important lesson you've learned?

Credibility is not a one-time activity. It is ongoing, everlasting and evolutionary. It starts with the individual and the corporation having integrity and consistently showing up the same way on and offline. It continues with a strong focus on servant leadership, being coachable, having the intent and commitment to do the "right" thing, and having respect for others.

Overall, there are 10 values of credibility that came out of the 500 thought leader survey I conducted. Credibility is a journey, not a destination.

How high on the to-do list do today's brands place on building credibility and authenticity?

Brands publicly state that credibility and authenticity are important. The problem is that saying it and not reinforcing it in their day-to-day actions hurts their credibility. Brands continually focus on the marketing cookie-cutter approaches of showcasing celebrities and influencers while forgetting that credibility comes from each and every interaction that the brand has with their prospects and customers.

True or false: Technology has impeded our ability to be credible. Why? Why not?

False. It is not technology that hinders our credibility—it is ourselves. What prevents us from being credible in the online space are the cookie-cutter approaches that we were taught. Credibility starts from inside us. If we are credible inside, it shines outwardly in the online spaces that technology brought us.

THE BATTLE FOR CREDIBILITY. OUR CONVERSATION WITH INTERNATIONAL BESTSELLING AUTHOR

MITCHELL LEVY

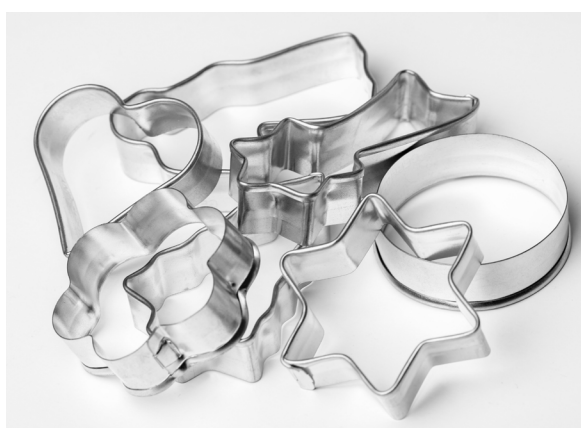
Mitchell Levy says there is a war raging. For years, it has been as important as it has been silent. On the one side, there is what Levy, international

bestselling author and TEDx speaker, calls the Credibility Nation, which is composed of people who go about life and their business with credibility and servant leadership. On the other is the Dubious Nation, people who live and conduct their business with self-interest as their highest priority.

Levy continues to delve into the psyche of what makes these two sides tick. As an executive coach at Marshall Goldsmith's 100 Coaches, he has interviewed 500 thought leaders on the topic, published a seven-country international bestselling book, delivered a powerful TEDx on humanity, created courses and created the Credibility Nation membership community to help those to live, learn and surround themselves with others on the credibility journey.

The good news is that Levy believes hope remains—that there still is a way for Credibility Nation to win. And while it will not be easy and will not happen in a day, Levy believes the path toward credibility starts with seeing and acknowledging that the world has changed.

We sat down with him to get his take on what brands can do to build their credibility quotient and why taking the Credibility Nation Pledge matters.



“CREDIBILITY STARTS FROM INSIDE US. IF WE ARE CREDIBLE INSIDE, IT SHINES OUTWARDLY IN THE ONLINE SPACES THAT TECHNOLOGY BROUGHT US.”

Partially True. Technology has allowed us to target the informational needs of an audience to reinforce negative and misleading information. We were not taught to be discerning in our information consumption. One source of information or multiple sources from the same POV will not allow one to determine if the information shared should be trusted, e.g., whether it is credible.

Where does the path toward credibility start?

The path toward credibility starts with understanding what it means and deciding that

one wants to live credibly. Credibility is the quality of being trusted, known and liked. Although many of us may have learned these traits when we were young, along the way, we have let others influence us to not live credibly in a number of aspects of our life.

Can we get there today?

Absolutely. This is why I wrote the book and created a membership community

called Credibility Nation and gave the 28th most popular TEDx in 2021 called, "We are Losing Our Humanity and I'm Tired of Watching it Happen." (<https://aha.pub/CredibilityTedTalk>)

What will life be like in a global village?

I have allowed myself to dream about a world with abundant credibility. Personally, I do my best to live credibly

every day. Let me share the Credibility Nation Pledge and encourage you to feel it from your heart. Imagine what the world will be like if everybody lives credibly by this pledge:

"I pledge to live credibly every day without hate in my life. I strive to be a good human and make this a better planet for myself, my family, and for other people's families in this generation and the next."



connect

by NextPage

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

goNextPage.com | 866.938.3607



CHANGE SERVICE REQUESTED

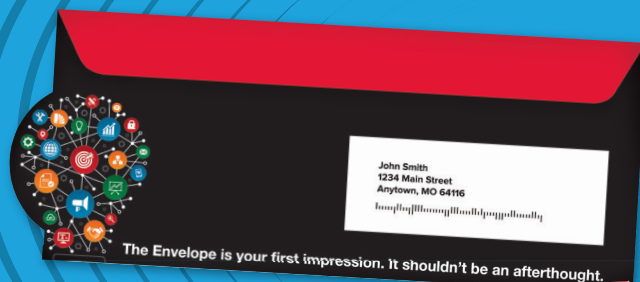
PRSR-STD
U.S. POSTAGE
PAID
NextPage
64108

NextPage[®]... we Deliver **More**

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



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

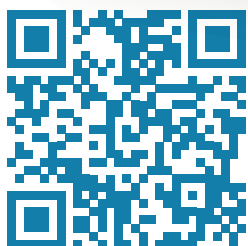


To do list:

- 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 64166



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

866.938.3607

goNextPage.com

