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ENGAGING MARKETING MINDS

NOVEMBER / DECEMBER 2023

## CLASS IN SESSION

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HIGHER EDUCATION  
FOR MARKETERS

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# IT'S STILL PERSONAL

**R**egardless of your business's current status in its lifecycle, marketing will always play a pivotal role in shaping both organizational success and customer perceptions. As highlighted in "Tactics," a staggering 63% of business buyers believe that most customer experiences fall short of their potential. This statistic is a wake-up call for marketers, underscoring the significant gap between customer expectations and the reality of their interactions with

businesses. Given that the majority of customers anticipate consistent experiences across departments, it's clear that a cohesive, cross-departmental marketing strategy is not just a luxury—it's a necessity.

The advent of artificial intelligence in marketing brings both opportunities and challenges. Eight out of 10 customers desire human validation of AI outputs, yet a vast majority also prioritize transparency. Consequently, nearly 90% of clients wish to know whether they're communicating with AI or a human. The key takeaway? Businesses must find the right equilibrium between leveraging technology and preserving the human touch.

The rapid pace of technological change is one thing, but now we also have four distinct generations in the workforce. Each age group comes with its own set of expectations and tendencies. While some might have a stronger inclination towards digital engagement, there's a universal demand across all age groups for enhanced personalization, swifter service, and a fluid online-offline experience. At its core, everyone seeks a touch of humanity in their experiences.

Marketing has always been crucial. However, its influence on your organization has never been more profound or multifaceted. As technology progresses and customer expectations evolve, businesses must stay agile, ethical, and customer-focused in their marketing endeavors. While new technologies will emerge and fade, the future will always favor those who can connect with customers on a personal level.

Enjoy this issue. Our cover story, "Class in Session," zeroes in on reminding the next generation of marketers that relationships continue to hold significance. Another feature, "Beyond the Dollar," underscores the need for marketers to strike a balance between profit-driven initiatives and socially responsible practices. In essence, marketing remains deeply personal.

Warm regards,



**Gina M. Danner**  
CEO



<b>02 Feature</b>	Beyond the Dollar
<b>06 Cover Story</b>	Class in Session
<b>10 Tactics</b>	Strategies You Can Use
<b>12 Q&amp;A with</b>	Amanda Reseburg

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# BEYOND THE DOLLAR

## SOCIAL RESPONSIBILITY MARKETING

W

hat if you could help change your community? It is a big ask, but one that comes with a lot of validation. When Alestra Marketing took on the What If We Could? group as a client, Jennifer Galbraith knew deep down it was the right move at the right time. The What If We Could Community Giveback Portal is designed to unite communities, giving them a platform to contribute and share crowdsourcing

activities with friends and family. In a time when philanthropic outreach is the most positive of positive check marks, What If We Could? can help make a difference for brands of all sizes committed to fighting the fight they choose.

Galbraith and her company are a social change communications agency that uses the power of stories, media and technology to change behavior, advance policy, build communities and transform thinking. Customers are attracted to Alestra for the same reason: heroes are pulled into stories—they want to solve a problem that has, in big or small ways, disrupted their peaceful lives. That's where Galbraith comes in.

"All brands should focus on the things that matter to their clients," says Galbraith, who has more than 20 years of PR experience in the public and private sectors, including working in the economic development arena for a diverse client base through national advertising account management roles. "Customers don't generally care about your story; they care about their own. Your customer should be the hero of the story, not your brand."

This is the secret every great brand understands. Marketing has changed. Businesses that invite their customers into a heroic story

“ SOCIALLY RESPONSIBLE  
MARKETING INITIATIVES  
HELP BRANDS CONNECT  
WITH THINGS THAT ARE IMPORTANT  
TO THEIR CUSTOMERS INSTEAD OF  
JUST TALKING ABOUT THEIR COMPANY  
AS IF THEY ARE THE HERO.”

— JENNIFER GALBRAITH,  
PRESIDENT, ALESTRA MARKETING



grow, while those that don't are forgotten. The social responsibility concerns of your audience should be your concerns as well.

Galbraith, who also is the CEO of the video endorsement platform Vouch, says that most companies waste enormous amounts of money on marketing that does not resonate with their audiences. The reality, as she sees it, is that brands are not just in a race to get their products to market, but also in a race to communicate why their customers need those products in their lives. "Too many brands fail

to focus on the aspects of their offer that will help people survive and thrive. Socially responsible marketing initiatives help brands connect with things that are important to their customers instead of just talking about their company as if they are the hero."

And while socially responsible marketing has its upside, there can be risks associated with entering the game. For example, Galbraith says that what brands think they are saying to their customers and what the customers actually hear

**“WHEN A BRAND CONNECTS WITH ITS CUSTOMERS WITH SOCIALLY RESPONSIBLE INITIATIVES, THE BRAND IS BUILDING A COMMUNITY OF LIKE-MINDED INDIVIDUALS.”**

— BECCA HOEFT, FOUNDER/CEO, MORRIS HOEFT GROUP

are two different things. Customers don't make buying decisions based on what brands say, but rather what they hear. "Our job is to make sure we are honest and authentic. We need to make sure we really care about our client being the hero. We need to make sure that our social responsibility efforts are genuine and that we represent our efforts in a clear and concise way."

## BEING SOCIALLY RESPONSIBLE

In Edelman's recent "Trust, the New Brand Equity" study, 63% of people surveyed said they are more attracted to brands that focus on making the world a better place. Coming off the pandemic, Edelman's data put an exclamation point of sorts on the fact that trust can be a critical driver of brand growth. When Becca Hoeft started her career in the marketing world in the early 2000s, there was a demand for growth marketing and advertising. Back then, social responsibility was considered a "nice to have." But over time, as Hoeft rose in the marketing world ranks, she saw the transition slowly build from a "nice to have" to more of a qualifier of social consciousness.

"No longer should growing a brand and social responsibility be a balancing act, but rather the opportunity to understand how to integrate the two goals together," says Hoeft, founder and CEO of the Morris Hoeft Group. "But, if the brand you represent doesn't authentically align with social responsibility, stay away from any kind of integration of the two."

There are brands that have successfully balanced the task of growing their name and aligning it to social responsibility. Take Patagonia, which is known for its commitment to environmental sustainability. The outdoor apparel manufacturer has launched several initiatives, such as the "Worn Wear" program, that encourages customers to buy used Patagonia products or trade them in for store credit. The strategy not only reduces waste, but also enhances the brand's reputation as environmentally conscious, attracting customers who share those values.

Ben & Jerry's is another brand with a long



history of social responsibility initiatives. The iconic ice cream maker actively supports various social and environmental causes and integrates them into its flavors and packaging. For example, its support for climate action is reflected in flavors like “Save Our Swirled.” This approach raises awareness for important issues and engages customers who want to support these causes while enjoying ice cream.

“When a brand connects with its customers with socially responsible initiatives, the brand is building a community of like-minded individuals,” Hoeft says.

One of her favorite campaigns occurred during her time at Sunrise Banks. Working amid the pandemic and the social unrest surrounding the murder of George Floyd, Sunrise undertook its “Banking on Change” campaign. The initiative focused on BIPOC (Black, Indigenous and People of Color) entrepreneurs making a difference in the community. “The campaign resulted in creating hope and opportunity in the community during a time of duress,” Hoeft says. “The move you make depends on the brand. If you are socially conscious, it’s a no brainer. Exhibiting your values and finding like-minded consumers will garner trust and increase sales. If your brand is not socially conscious, then step back and think twice. It’s not worth the risk.”

Hoeft says socially conscious branding, put succinctly, can be entertained via a two-step process: Ask questions and get buy-in. “When developing a campaign that focuses on social responsibility, I like to conduct interviews with sales teams,



leaders and our community. By doing this, you can better understand how the brand can meet the community needs through a specific campaign. Be sure to get the buy-in throughout the entire organization starting at the top. Imagine if your sales team were approached about a campaign,

but have no idea what it is about.”

To note, becoming socially conscious should not be viewed as a catchy way to attract new consumers. In a time of intense social awareness, taking sides on anything means going all in, all the time. ■


## 3 REASONS YOU SHOULD INTEGRATE YOUR MARKETING STRATEGIES AND SOCIAL RESPONSIBILITY

**1 ENHANCED BRAND REPUTATION**  
When a brand actively supports social responsibility initiatives, it demonstrates a commitment to making a positive impact on society. This can lead to improved brand reputation and positive public perception.

**2 INCREASED CUSTOMER LOYALTY**  
Patrick Hanlon, author of “Primal Branding,” talks about building communities with your brand. When consumers believe that a brand aligns with its principles, they are more likely to become repeat customers and advocates. This loyalty can lead to sustained business growth.

**3 DIFFERENTIATION IN THE MARKET**  
A brand is a vessel for creating meaning and trust. By aligning with social responsibility principles, consumers have a reason to choose one brand over another, especially when they believe their purchase supports a greater cause.

SOURCE: MORRIS HOEFT GROUP



# CLASS IN SESSION



“OPENNESS TO IMPROVEMENT AND FEEDBACK FROM SUBJECT MATTER EXPERTS (SME) IS PARAMOUNT. MY MOTTO: ‘IT’S BETTER TO GET IT RIGHT THAN TO BE RIGHT.’”

— DONNA PARENT, CMO, DYNAMO SOFTWARE

## RETHINKING HIGHER EDUCATION FOR MARKETERS

**D**onna Parent remembers the conversation she had with an intern several years ago about some of the college and MBA programs that were available for marketing majors. At the end of the conversation, she really wasn't sure what to feel, except for a little sadness. What Parent, Chief Marketing Officer for Dynamo Software, discovered was that higher education curriculums are ill-equipped to help students understand what “real” marketing is. As was the case with the intern she helped mentor, the learning comes on the job.

“The whole thing made me sad,” Parent recalls.

While there is a large pool of candidates to choose from today, it is getting harder to find specialized talent with deep knowledge in specific areas of marketing, especially content marketing, marketing ops or partner marketing. And if that is not enough, salary expectations continue to skyrocket even as tenure in the marketing field dwindles. From where Parent sits, there seems to be an increase in candidates who found themselves in marketing rather than intentionally pursuing it as a career path.

Depending on who you ask, marketing jobs are among the most in-demand roles in the U.S. today. According to the U.S. Bureau of Labor Statistics, overall employment in media and communication jobs is expected to increase by 6% by 2031, adding 68,600 new jobs and providing 115,800 openings yearly. For example, the job outlook for market research analysts is projected to grow 19% by 2031, with 99,800 openings projected each year. That's faster than average growth compared to all positions.



So, how should you build your marketing efficiency job description? "Today's marketers need to be skilled in cross-collaboration and communication inter-departmentally," Parent says. "Truly understanding how other departments function and their expectations from marketing is key. Young marketers need technical prowess. It's essential for team members to be able to move in and out of multiple MarTech systems. Writing, writing and more writing. I cannot stress enough how critical it is for marketers to be able to write for all audiences and all channels, including long- and short-form writing. Every marketer should be writing something every day and learning new ways to message/position and persuade."

In addition, Parent says marketers must focus on honing their softer skills and emotional intelligence (EQ). Self-awareness helps all professionals read between the lines. For example, they need to know what sales colleagues need from marketing. "This is particularly true in today's fast-paced environment. We all need to hone our abilities to address needs and challenges without explicitly being told. Openness to improvement and feedback from subject matter experts (SME) is paramount. My motto: 'It's better to get it right than to be right.'"

Without question, marketers also need to be strong at planning and executing, especially when it comes to accountability around deadlines. Too often, marketers are asked to juggle multiple high priority projects within a highly "interruptive" environment.

"In speaking with interns and junior employees who have graduated recently, I am always surprised to learn that there isn't more of a focus on MarTech," Parent says. "As a hiring leader, I'd really like to see more candidates come with greater comfort using the technologies that help a marketing team do what it does. Every marketer should think of themselves as a technologist, understanding the ins and outs so you can add value. Marketing education should encourage this curiosity and have core introductions to CRM/Marketing Automation, CMS and even UI/UX design. And students should take advantage of them."

## A PROFESSION OF CONTINUALLY LEARNING

As the CEO of NB Talent Services PR & Events, Nicole Pomije has a unique perspective on the young professionals filtering into the business. In what continues to be a highly competitive field, young marketers with proficiencies in digital marketing, data analysis, content creation and customer experience optimization sit at the top of the list. Even more important are soft skills like creativity and adaptability, which can be a godsend in an ever-shifting, never-predictable landscape.

Pomije says the playbook for young marketers should include the ability to embrace change, be open to collaboration, continuously learn, and prioritize ethical and customer-centric practices. More than anything, marketers must have the ability, desire and opportunity to continuously learn (*see sidebar, "What Future Marketers Should Do"*).

"The ideal spot for today's young marketers is one that fosters a culture of curiosity and experimentation, provides access to resources for ongoing professional development, and encourages its employees to set personal learning goals," Pomije says.

The most effective way to prepare the next generation of marketers is to be intentional about exposing them to all parts of the business. For example, partnering junior marketers with the extended



partners of the team—like the marketing agency and PR firm—also helps them gain a robust education on specialized areas of marketing. Some of this should be conducted at the higher education level by having CMOs/VPs of marketing and other heads of marketing teams provide "Day in the Life" presentations. This gives students interested in making a career out of marketing a chance to picture themselves in the field and better visualize the fit.

In addition, young marketers should be empowered with the scheduling flexibility to learn day to day or week by week. Supervisors should encourage junior marketers to establish blocks of time in their calendars dedicated to education—books, podcasts, webinars, videos, anything that provides additional training will do. "Encourage mentorship programs where experienced marketers guide and support younger professionals," Pomije says. "Offer internships or apprenticeships to provide hands-on experience in real-world marketing scenarios."

Parent recalls the first time her youngest son realized that his mom was in marketing. One night, he decided to show her his marketing moves, following up every dance he did with the promise of an even better one to come. "Keep watching; there's more," the youngster boasted. Admittedly, she cops to having bought anything he was selling. Educators lucky enough to have "natural marketers" like that, Parent says, would be well served to encourage such energy and curiosity.

Junior marketers, keep watching; *there's more.* ■





## WHAT FUTURE MARKETERS WANT...

According to Conductor's "The 2023 Digital Marketing Salary Guide," when it comes to finding marketing candidates, knowing what they want goes without saying. The survey says:

- ▶ There was a 190% year-over-year increase in marketers looking for companies with unlimited paid time off.
- ▶ There was a 133% year-over-year increase in digital marketers wanting an inclusive work culture.
- ▶ There was a 129% year-over-year increase in digital marketers wanting a healthy work-life balance.
- ▶ There was an 89% year-over-year increase in digital marketers wanting jobs with flexible schedules.
- ▶ There was an 85% year-over-year increase in searches for "employee engagement in the workplace."
- ▶ There was a 57% year-over-year increase in marketers seeking pet-friendly offices.



## WHAT FUTURE MARKETERS SHOULD DO...

- ▶ Invest in yourself during work hours and outside of your professional environment. Make it a goal to engage with all the great content out there (podcasts, SME videos, webinars) two to three times each week.
- ▶ Take advantage of any training you can get. Learn from senior team members and acknowledge the time they spend with you. Demonstrating you are on a continuous journey to improve and learn goes a long way toward building both relationships and credibility.
- ▶ Don't be afraid to ask questions. And then ask more. Stay curious and you'll learn at least something new every day that can continue to help you build your career.
- ▶ Volunteer to take on as many writing projects as you can. Push yourself outside that comfort zone. The more you work to extend yourself and your skills, the better marketer and colleague you will become.
- ▶ Getting proficient in data analytics tools is crucial. Marketers should be adept at deriving actionable insights from data, understanding customer behavior, and making data-driven decisions.
- ▶ Continue to learn. Attend workshops, webinars and conferences, and engage in online courses and certifications. Joining professional marketing organizations or communities also provides valuable networking and learning opportunities.

SOURCE: NICOLE POMIJE, NB TALENT SERVICES PR & EVENTS; DONNA PARENT, CHIEF MARKETING OFFICER FOR DYNAMO SOFTWARE

# TACTICS

## TELL YOUR STORY

CULTURAL TRANSFORMATION IS  
ROOTED IN CONTENT

**I**n the realm of business, the alignment of strategy and culture is paramount for a firm's success. However, when misalignment occurs, the solution often lies in altering the company's culture. This is easier said than done, given the intangible and pervasive nature of cultural values and norms. Resistance to change, especially cultural change, is common as it challenges established behaviors and relationships.

The authors of "The Secret of Cultural Change," B. Barney, professor at the University of Utah, Manoel Amorim, founding partner at MXF Investments, and Carlos Júlio, entrepreneur, conducted extensive interviews with global business leaders, where insights were gleaned on the nuances of cultural change. Content-telling emerged as the key theme for cultural transformation along with six powerful storytelling tactics to drive that change.



## SIX TACTICS FOR SUCCESSFUL CULTURAL CHANGE

### ► Be Authentic

Stories should reflect genuine values and beliefs. Authenticity is crucial as employees can detect insincerity, which can undermine the change effort.

### ► Feature Yourself in Stories

Leaders should be central characters in the narratives, showcasing their commitment and involvement in the cultural shift.

### ► Appeal to Hearts and Minds

While the business rationale for change is essential, the emotional connection is equally vital. Stories should resonate with employees' emotions and align with the company's purpose.

### ► Break with the Past and Lay a Path to the Future

The narratives should clearly delineate between old values and the new, desired cultural norms, without being overly prescriptive.

### ► Be Theatrical

Memorable stories often have a dramatic flair. Leaders should not shy away from adopting theatrical approaches to make their narratives stand out.

### ► Empower Others to Create Their Own Stories

Cultural change becomes more ingrained when employees craft and share their own stories, resonating with the new cultural direction.

Source: Harvard Business Review: September–October 2023, "Create Stories That Change Your Company's Culture"



# THE MIND OF THE BUYER

## REPORT SHARES THE FUTURE OF CUSTOMER ENGAGEMENT

In today's rapidly evolving digital landscape, understanding customer preferences and behaviors is paramount. The "State of the Connected Customer Report" from Salesforce, delves deep into the insights from 14,300 consumers and business buyers across the globe, shedding light on the emerging trends that are redefining the future of customer engagement. From the profound impact of economic shifts on customer expectations to the dynamic methods customers employ throughout their buying journey, the report offers a comprehensive look. Moreover, it provides a unique perspective on customer sentiments toward cutting-edge technologies, including generative artificial intelligence (AI).

### CX

- **63%** of business buyers say most customer experiences fall short of what they know is possible.
- **79%** of customers expect consistent interactions across departments.
- **61%** of customers say most companies treat them as a number.
- **68%** of business buyers say there are more stakeholders involved in purchase decisions than there used to be.
- **80%** of customers say customer experiences should be better considering all the data companies collect.
- **77%** of customers expect to interact with someone immediately when they contact a company.

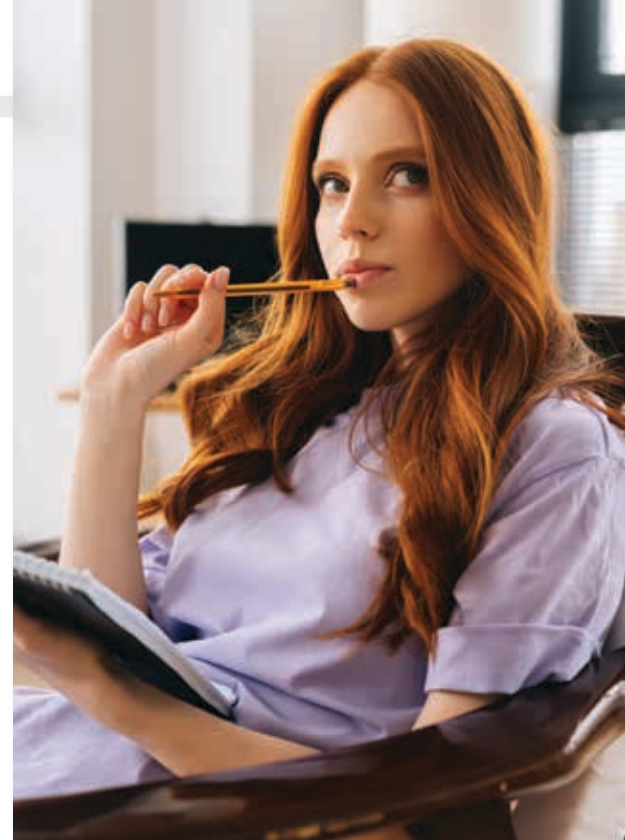
### The AI Factor

- **80%** of customers say it's important for humans to validate AI's outputs.
- **89%** of customers say it's important to know when they're communicating with AI or a human.

- **63%** of customers are concerned about bias in AI.
- **68%** of customers say advances in AI make it more important for companies to be trustworthy.
- **74%** of customers are concerned about unethical use of artificial intelligence.

### Generations

- **79%** of customers say they're increasingly protective of their personal data.
- **47%** of customers are willing to pay extra for better customer service: **35%** of baby boomers, **46%** of Gen X, **59%** of millennials, **48%** of Gen Z.
- Curiosity is customers' top sentiment around generative AI.
- **61%** of Gen Z prefers to engage digitally, compared to **38%** of baby boomers.
- **53%** of customers expect companies to anticipate their needs, but only **33%** say most companies address service issues proactively.



### Make it Personal

- **73%** of customers expect better personalization as technology advances.
- **65%** of customers expect companies to adapt to their changing needs and preferences.
- **74%** of customers expect to be able to do anything online that they can do in-person or by phone.
- **80%** of customers say the experience a company provides is as important as its products and services.
- **81%** of customers expect faster service as technology advances.



# QA

***How does understanding a brand's target audience play a pivotal role in shaping its tone of voice, and what strategies can businesses employ to ensure their voice resonates with their desired demographic?***

Your brand's target audience can help guide you in determining what your brand voice should sound like. As a founder, CEO, or leader, you want your target audience to understand your brand voice and message, and you want it to resonate with the people most likely to want your products or services. Doing a deep dive into who your target audience is, what they like, and what they gravitate towards can help you define your brand tone of voice.

Some strategies for this include market data analysis to discover the demographics, lifestyles, and personalities of one's target audience. Look at social media posts that garner the most engagement—and who it is that is engaging. All of this analysis will lead you to insight into who your target audience is and what brand voice will resonate with them most.

***Can you elaborate on the importance of deeply understanding a brand's identity? How do the origins and core values of a company influence the tone they should adopt in their communications?***

Brand identities help shape brand voice. A brand identity is shaped through the brand's founding, their story, their values, and their mission. Brand identity is important because it encapsulates everything your business is about—your product, your service, who you serve, and how you serve them. It is a message to the world about who you are. Origins of a

## BRAND IDENTITY

OUR CONVERSATION WITH JOURNALIST,  
**AMANDA RESEBURG**

Amanda Reseburg is a staff writer with Otter PR and has been a freelance journalist since 2016, with work featured in Scary Mommy and the Beloit Daily News.

She was a creative entrepreneur for 13 years and founded her own hospice photography volunteer program, profiled by PBS. She lives in Orlando with her husband and three children.



company help shape a brand identity because they often contain the “why”—the reason behind the company's inception. Core values also play a pivotal role in brand identity, because those core values will speak to the values of the target audience.

***How do the personalities and voices of a company's leadership and employees impact the overall brand voice? Are there any best practices for aligning the brand's voice with the collective voice of its team?***

Think about the most well-known CEOs, company owners, or leaders in history: Steve Jobs, Sam Walton, and Walt Disney to name a few. These leaders embodied their brand identities, or their brand identities were heavily influenced by who these people were. Sam Walton crafted a very down-home, everyman personality. He would show up at Walmart store openings in a baseball hat and talk a lot about his platform of servant leadership. Steve Jobs had a minimalist aesthetic that carried





over into the entire voice of the Apple brand.

Brands and companies need to be aware when the market is identifying with their leaders, their workers, or their teams positively and leverage the power of that connection. You cannot often fake a team-wide collective voice. It is often something that will build over time and become synonymous with the brand itself. We see this in such famous brands as Harley-Davidson, Starbucks, or Target.

***When reviewing past content to identify a brand's voice, what are the key elements to look for? How can inconsistencies in tone be addressed to ensure a cohesive brand image?***

Reviewing past content can be one of the best ways to target one's brand voice that they may not have been aware even existed. Leaders should look at past blog posts, social media content, website content, and even imagery to see what sticks out as consistent. That consistency is your brand voice. If looking at past content shows a lot of inconsistency, that should be remedied by identifying which past content resonated the most with the target audience—the content that did not “hit” should not be considered consistent with your brand voice.

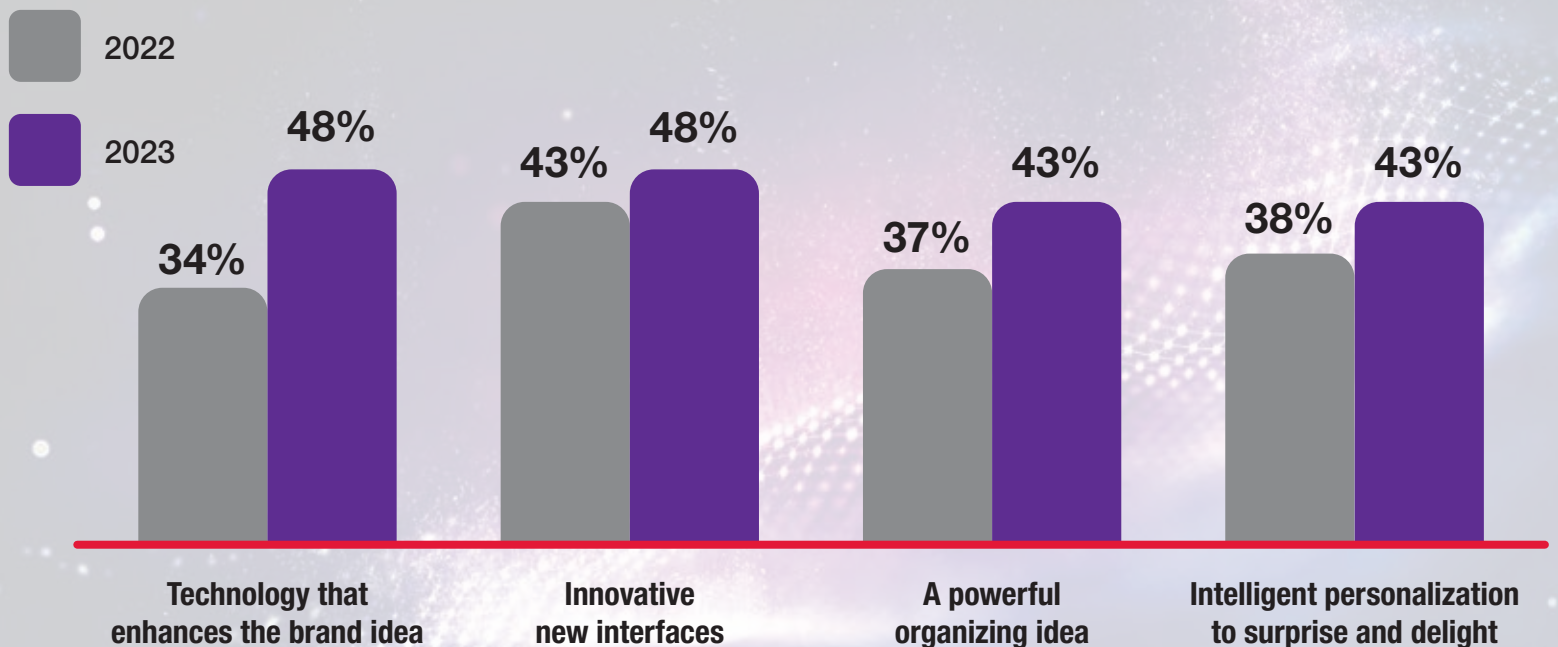
***As brands evolve and grow, how can they ensure that their tone of voice***

***remains consistent, yet adaptable, across various platforms and types of content?***

All brands evolve over time, or they risk becoming stagnant and eventually obsolete. Brands want to make sure to keep an eye on analytics. What content is continuing to go over well with one's audience? What is no longer working? Are some parts of one's brand voice in need of an update or overhaul? You cannot just set a brand voice expectation and never check up on its success. Across various platforms, the voice needs to remain up-to-date, consistent with the brand's values (even if those change or evolve), and always keeping the target market in mind.



## Drivers of a Great Brand Experience, per CMOs



Published on MarketingCharts.com in September 2023 | Data Source: Dentsu Creative

2023 data based on a survey of 700 CMOs and senior marketers in the US, UK, Australia, Brazil, Canada, India, Italy, and Spain.

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