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DESIGN RETENTION JOURNEYS THAT GROW LIFETIME VALUE

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THE COST OF STANDING STILL

Uncertainty has a way of changing how businesses behave.

Hiring slows. Capital investments are delayed. Expansion plans are reconsidered. Inventory is managed more cautiously, and every expense receives greater scrutiny. Before long, the prevailing objective shifts from pursuing opportunity to protecting what already exists.

Marketing is rarely immune. In fact, it is often among the first areas placed under the microscope.

Some of that scrutiny is healthy. Marketers should be expected to demonstrate value, make thoughtful choices and connect their work to meaningful business outcomes. Challenging conditions can expose waste, sharpen priorities and force organizations to become more intentional.

But there is an important difference between becoming disciplined and disappearing.

When businesses respond to uncertainty by cutting marketing indiscriminately, they may improve a short-term financial statement while creating a longer-term growth problem. Visibility declines. Customer communication becomes inconsistent. Relationships cool. Competitors gain space. Then, when conditions improve, the company discovers that rebuilding attention and trust is considerably harder—and more expensive—than maintaining them.

Resilient organizations take a different approach. They do not ignore economic reality, but neither do they allow fear to dictate every decision. They identify the customers and markets that matter most, listen carefully to what those audiences are experiencing and concentrate resources where they can create the greatest value.

The strongest always remain close to their customers. They communicate with clarity, invest selectively and continue creating reasons for people to trust them. They will understand that marketing is not merely a discretionary expense reserved for favorable conditions. Done well, it is part of the system that helps an organization navigate difficult ones.

Enjoy our latest issue and don't stand still!

Warmest regards,



Gina M. Danner
CEO, NextPage



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> AN 'ATTENTIVE MINUTE' DOES NOT GUARANTEE THAT YOU MEANINGFULLY CONNECTED WITH SOMEONE, BUT I COULD ARGUE THAT AN 'INATTENTIVE MINUTE' MEANS WE DEFINITELY DIDN'T."
>
> – **KRISTIN WOZNIAK,** CHIEF DATA/GROWTH OFFICER, COSMO5

ATTENTION AS A KPI

PLAN FOR DEPTH, NOT JUST REACH

YEARS AGO, a colleague and mentor gave Kristin Wozniak a line about marketing measurement she has never forgotten. "Reach is the poor man's metric."

Known for a good one-liner from time to time, his declaration didn't strike Wozniak as gospel. But his point was clear: While reach can tell marketers how many people had the opportunity to see a message, it cannot tell them whether anyone actually noticed, engaged with or remembered it.

"Reach is an 'opportunity metric,' indicating how many people were potentially exposed but not how many people were actually exposed, let alone meaningfully exposed," says Wozniak, Chief Data and Growth Officer, Cosmo5.

Today, the distance between those two ideas—being exposed to something and actually paying attention to it—has become increasingly difficult for marketers to ignore. An ad can register as an impression while someone scrolls past it in a second. A video can play while the viewer's attention is elsewhere. A technically viewable message may even come and go without leaving an impression.

"Fundamentally, compared to reach or impressions, attention metrics act as better signals of whether we connected with a human being through ad exposure," Wozniak says. "They potentially help us understand why two impressions aren't equal, what role creative played and distinguish high versus low quality inventory."

The distinction is even more important as people continually move between screens, apps, messages and other distractions. In response, marketers have layered frequency and viewability onto their measurement while working to filter bots and invalid traffic.

While those efforts have improved the quality of what they count, Wozniak believes they still leave the most important question unanswered. "We've layered in frequency and viewability and worked hard to remove invalid traffic and bots. But at the end of the day, these are all additional metrics that we layer on to get around the fact that we do not have a good way to measure if an ad creates an impact."

Attention metrics move marketers closer to understanding whether an exposure reached someone in a meaningful way, but



measuring that attention consistently across channels remains a work in progress. Wozniak recommends testing promising approaches and keeping the ones that provide useful insight, while not overlooking a decidedly simpler option.

"There is a part of me that's still kind of old school and loves the idea of actually just asking people if they remembered seeing an ad, if they liked it," Wozniak says. "At the end of the day, we're trying to connect with actual people, so I think it's good we actually talk to them from time to time."

Cost per attentive minute offers another way to look at media value by shifting the focus from how cheaply marketers can generate exposure to how efficiently they can earn meaningful time with an audience.

"An 'attentive minute' does not guarantee that you meaningfully connected with someone, but I could argue that an 'inattentive minute' means we definitely didn't," Wozniak says. "I think looking at attentive minute metrics can help us separate the wheat from the chaff. Maybe start spending more money on the wheat and less on the chaff."

The real value comes when marketers connect that attention to outcomes. Wozniak recommends testing whether greater attention correlates with recall, response or conversion, then experimenting across creative, formats, placements and audiences to determine whether it actually drives better results. "We don't really care about attention metrics. We care about business growth. So make sure you know what that looks like for you."

GIVE THEM A REASON TO STAY

Jeff Lee believes attention is what gives marketing the time to actually do the job. An impression may put a message in front of someone, but without enough engagement to notice, understand or care about it, the opportunity has little value.

"Attention gives marketing enough time to communicate the problem, build desire, establish credibility, overcome objections and ultimately drive action," says Lee, co-founder of Hume Health.

Lee sees particular potential in tactile, content-rich formats because they can generate what he calls earned curiosity. "These formats create earned curiosity. There is something to open, touch, discover or explore. They also have higher perceived value than a conventional ad. A flyer immediately feels like advertising, while a thoughtfully designed package can feel like an experience."

This type of experience gives brands more time to tell their story, demonstrate the product, establish proof and build desire. But Lee cautions against equating more content with more attention. The objective is to create an experience people naturally want to continue. "Increasing dwell time doesn't mean simply adding more content. The goal is to make people want the next piece of information. A strong experience should follow a natural progression: hook, curiosity, discovery, education, proof, desire, action."

Measurement should follow a similar progression. Dwell time, video watch time, scroll depth, interactions, repeat visits, QR scans and response behavior can help marketers identify where genuine engagement is occurring. Cost per attentive minute takes the idea further by shifting the question from how cheaply a brand can reach 1,000 people to how efficiently it can earn meaningful time with them.

Ultimately, those measures matter only if marketers can connect attention to what happens next. "The important relationship is attention → comprehension → recall → response → conversion → revenue," Lee says. "Do people who spend more time with the experience remember the brand better? Do they respond more often? Are those leads higher quality? Do they convert at a higher rate or generate greater lifetime value?"

When marketers can connect attention to those outcomes, it becomes more than another engagement metric. It begins to show whether the time a brand earned actually moved someone toward action—and ultimately created value for the business. ■

> "ATTENTION GIVES MARKETING ENOUGH TIME TO COMMUNICATE THE PROBLEM, BUILD DESIRE, ESTABLISH CREDIBILITY, OVERCOME OBJECTIONS AND ULTIMATELY DRIVE ACTION."
>
> **– JEFF LEE,** CO-FOUNDER, HUME HEALTH

IN FOCUS

YOUR ATTENTION CHECKLIST

To move beyond superficial impressions and ensure your campaigns genuinely connect with audiences, use this practical checklist. Rooted in the principles of attention as a KPI, it guides you from defining business outcomes and designing for curiosity to tracking meaningful time and connecting attention directly to revenue.



KNOW THE OUTCOME

Start with the business result you want attention to influence.

MAKE THE NEXT STEP OBVIOUS

Build a clear path from discovery and education to proof and action.

MEASURE MEANINGFUL TIME

Look beyond impressions to dwell time, recall, interactions, repeat visits and response quality.

CONNECT ATTENTION TO ACTION

Track whether deeper engagement improves recall, response, conversion and revenue.

DESIGN FOR CURIOSITY

Give people a reason to open, explore and keep going.

FOLLOW THE VALUE

Attention is a signal. The real KPI is what the attention ultimately creates for the business.

SOURCE: KRISTIN WOZNIAK, COSMO5; JEFF LEE, HUME HEALTH



THE POST-SALE CASCADE

DESIGN RETENTION JOURNEYS THAT GROW LIFETIME VALUE

> "ONCE A CUSTOMER CONVERSION OCCURS, CONTACT SHOULD BECOME A PRIORITIZED 'MEMBER' OF A BRAND'S COMMUNITY. THEY SAID 'YES' AT LEAST ONCE, THEREFORE, THAT CUSTOMER HAS SOME LEVEL OF BELIEF IN THE BRAND THEY PURCHASED."
>
> **– DAVID SLADACK,**
> PRESIDENT, BLD MARKETING

A HOMEOWNER has a new water heater installed. The installer finishes the job, answers a few questions and heads to the next appointment. For the customer, the purchase is complete. For the manufacturer, the next 10 years are either an opportunity or a long stretch of silence.

David Sladack believes there are better options. The President of BLD Marketing says the installer could help the homeowner register the warranty before leaving, giving the brand permission to continue the conversation. A printed guide could explain operation and maintenance.

Over the years, emails could deliver useful reminders and energy-efficiency tips. As the water heater approaches the end of its expected life, a direct mail piece could prepare the homeowner for what comes next while the installer receives a prompt to reconnect.

"Once a customer conversion occurs, contact should become a prioritized 'member' of a brand's community," Sladack says. "They said 'yes' at least once, therefore, that customer has some level of belief in the brand they purchased."

This is where lifecycle marketing begins. The challenge is designing what happens next. For marketers accustomed to measuring acquisition, the shift requires thinking beyond individual campaigns. Retention is a connected system that moves customers through onboarding, activation and expansion,

and when necessary, win-back. Each stage creates another opportunity to reinforce the original decision and increase lifetime value.

Sladack says the first opportunity comes immediately, with onboarding setting clear expectations and lines of communication that give customers confidence they made the right choice. "It's important to set proper expectations for what that experience should look like and put a structure in place to achieve those expectations from day one. That, more than anything, develops a strong first impression to build from."

As the relationship develops, communication should evolve with it. Satisfaction surveys, regular check-ins and even two-way scorecards can help brands understand what is working before small issues become reasons to leave. But some of the most memorable interactions may have little to do with measurement.

"Do little things like recognizing an anniversary of the relationship or add value in a strategic manner that wasn't asked for but gets appreciated," Sladack says. "Or send a custom mailer to them thanking them for their continued loyalty. Demonstrate that you care and value the relationship."

Physical touchpoints can become especially powerful at these moments, whether through a welcome kit at the start of the relationship, a handwritten note recognizing an anniversary or a personalized loyalty piece offering a welcome break from a crowded inbox. "Personalized touchpoints work—and physical mailers, especially in an age of all-digital, now stand out," Sladack says.

The key is making those touches part of the journey rather than adding them simply because they are different. The same principle applies when marketers look for opportunities to expand the relationship, where relevance becomes increasingly important.

"For all these applications, the data should drive not only the profiling, but the messaging, as well," Sladack says. "Utilize the data to build out specific value propositions for each profile audience and provide relevant, meaningful messaging—not simply general promotional appeals." ■

Build the Lifecycle AROUND THE MOMENT



Onboarding/ Reinforce the Decision

Set expectations and simplify next steps with useful, personalized communication.

Activation/ Create Value

Focus on the behaviors that lead to repeat use or purchase.

Measure

Retention. Churn. Repeat Purchase. Reactivation. ***Lifetime Value.***

Expansion/ Stay Relevant

Use customer data to anticipate needs rather than push generic offers.

Win-Back/ Rebuild the Connection

Identify why engagement declined and give customers a relevant reason to return.

Loyalty/Recognize the Relationship

Celebrate milestones with thoughtful digital and tactile touches.

SOURCE: DAVID SLADACK, BLD MARKETING; JEANNIE ASSIMOS, WAY.COM

WHEN THE JOURNEY HITS A WALL

Jeannie Assimos believes retention starts with the simplest of premises: Customers need a reason to stay. The Communications Consultant at Way.com says lifecycle marketing can strengthen the relationship but only when the experience behind those communications continues to deliver value.

"Customers aren't retained by marketing gimmicks," Assimos says. "Keeping customers engaged means giving them a reason to stick around. This sometimes means marketing incentives and re-engagement campaigns, and sometimes it may mean building a better product."

Knowing whether customers have found that value makes activation more complicated than tracking an email open, click or account creation. Assimos recommends using cohort data to identify behaviors most strongly associated with repeat usage or purchase while pairing those insights with feedback from reviews and user testing to understand where engagement breaks down.

"Personally, I think brands need to adopt the mindset that lifecycle marketing should be a tool for the customer," Assimos says. "Give the customer the power to pick and choose what interests them and control their notifications like a personalized push or email control panel."

The strategy moves personalization beyond putting a customer's name on a message. It also challenges marketers to choose channels based on what best serves the customer and the moment. "Personally, I think brands need to adopt the mindset that lifecycle marketing should be a tool for the customer," Assimos says.

A dimensional welcome package may be highly effective for one relationship while direct mail, email or another digital touchpoint may be more useful elsewhere. The same discipline becomes critical when engagement begins to decline. Assimos recommends identifying those signals early, understanding why customers may be pulling away and segmenting them by value and likely reasons for leaving.

From there, marketers can reinforce what remains relevant and use incentives selectively rather than defaulting to another promotion. "Your success should be judged beyond opens and clicks. Reactivation rate, repeat purchase rate, churn, retention and, ultimately, customer lifetime value show whether the entire system actually is creating more valuable customer relationships."

In the end, lifecycle marketing is less about the volume of communication than the value created across the relationship. While the first yes opens the door, what happens next determines whether your customers keep coming back. ■



> "YOUR SUCCESS SHOULD BE JUDGED BEYOND OPENS AND CLICKS. REACTIVATION RATE, REPEAT PURCHASE RATE, CHURN, RETENTION AND, ULTIMATELY, CUSTOMER LIFETIME VALUE SHOW WHETHER THE ENTIRE SYSTEM IS ACTUALLY CREATING MORE VALUABLE CUSTOMER RELATIONSHIPS."
>
> **– JEANNIE ASSIMOS,**
> COMMUNICATIONS CONSULTANT, WAY.COM

TACTICS



CLEAN LISTS. BETTER RESULTS.

B2B MARKETERS ARE MAKING DATA QUALITY A COMPETITIVE ADVANTAGE

Sending more emails isn't necessarily producing better results. According to the TargetNXT Email Pulse 2026 report, B2B marketers are shifting their focus from list size to list quality. Regular database maintenance, stronger segmentation and cleaner contact records are helping teams improve deliverability, targeting and campaign performance. The findings suggest that accurate data has become one of the most valuable assets in email marketing today.

HERE'S A SNAPSHOT OF HOW MARKETERS ARE APPROACHING DATA QUALITY:

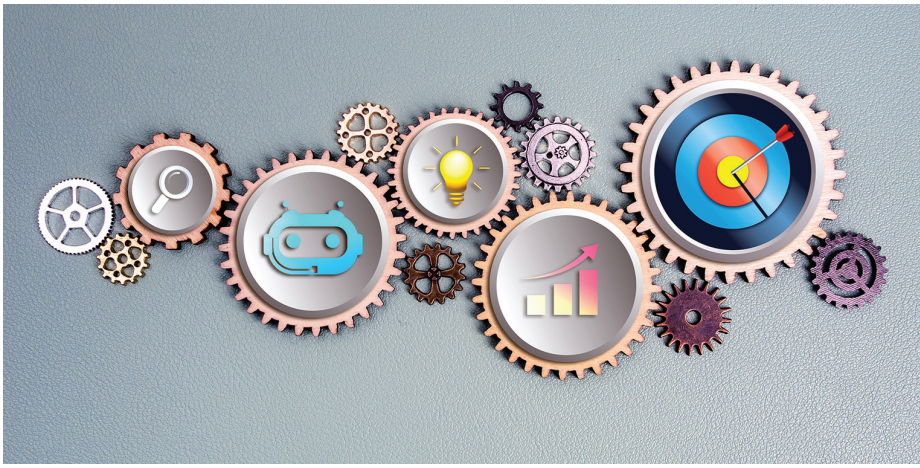
- **45%** validate their databases monthly
- **20%** validate lists weekly
- **40%** cite duplicate records as their biggest database challenge
- **38%** struggle with outdated contact information
- **32%** say hard and soft bounces remain a major obstacle

THE NEW RULES OF THE AI ADVANTAGE

AS ADOPTION SOARS, WHY EXECUTION IS THE REAL DIFFERENTIATOR

AI is no longer the advantage. It is the baseline. According to The 2026 State of Marketing Report, 61% of marketers believe AI is driving the industry's biggest disruption in 20 years. The marketing gap is shifting from who uses AI to who uses it best, applying it to sharpen insights, personalize experiences and improve efficiency without automating away the ideas and judgment that make marketing matter.

- **61%** believe AI is driving marketing's biggest disruption in 20 years
- **80%** use AI for content creation
- **75%** use AI for media production



"WHEN A BUSINESS IS ABLE TO TRANSLATE AND CLARIFY MARKET INSIGHTS FOR ITS SPECIFIC CUSTOMER, THEY ARE DOING A SERVICE FOR THAT CUSTOMER. BY CREATING CONTENT ALONG THOSE LINES, THEY GAIN CREDIBILITY AND TRUST WITH THAT CUSTOMER. CREDIBILITY AND TRUST DRIVE BUSINESS."

– A. LEE JUDGE, CO-FOUNDER AND CMO AT CONTENT MONSTA, ON HOW TO TURN YOUR AUDIENCE DATA INTO CONTENT GOLD

PERSONAL GETS RESULTS

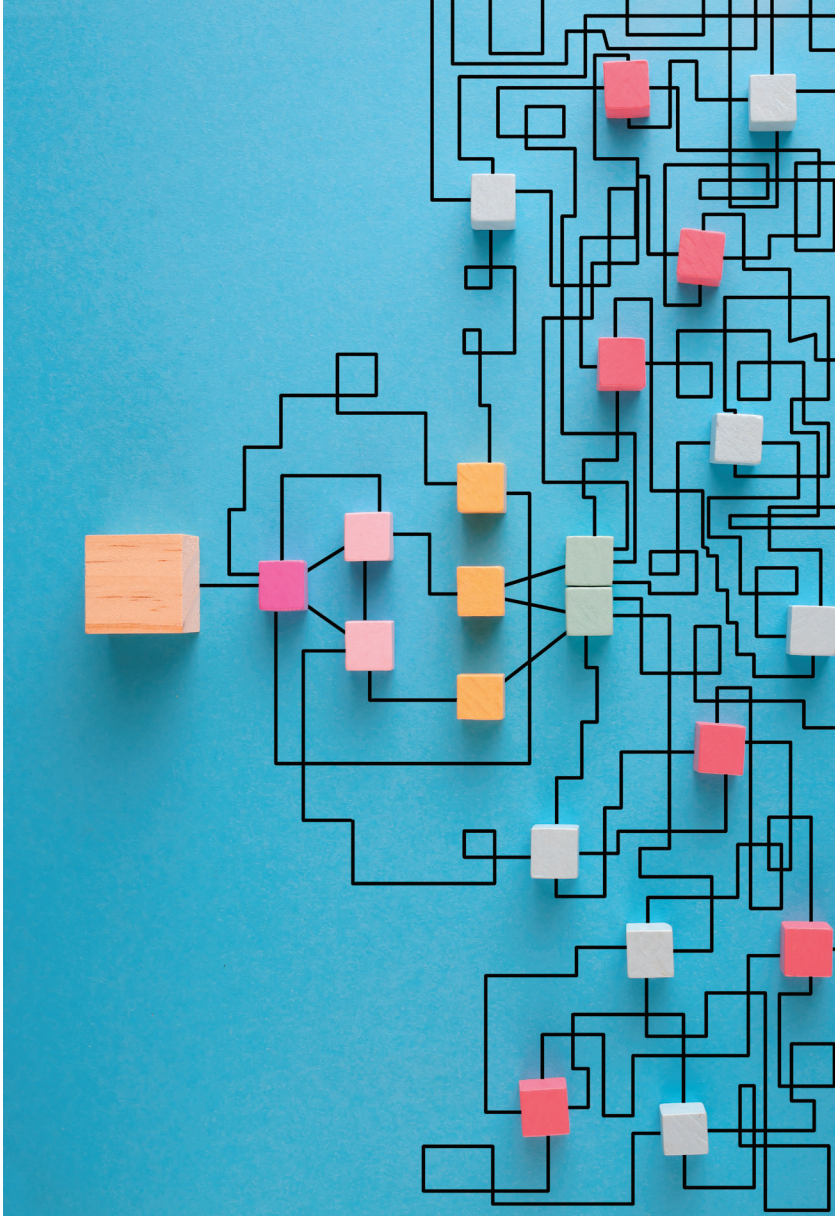
WHY MARKETERS ARE DOUBLING DOWN ON PERSONALIZATION

Consumers expect brands to know who they are and what matters to them. The HubSpot 2026 State of Marketing Report found that personalization continues to drive stronger engagement and better business outcomes, yet many organizations still lack the customer data needed to deliver truly tailored experiences. The opportunity isn't simply collecting more data—it's using the right insights to create more relevant marketing across every touchpoint.

HERE'S A SNAPSHOT OF THE PERSONALIZATION LANDSCAPE:

- **93%** say personalization improves leads or purchases
- **53%** use basic personalization, such as including a customer's name
- **47%** segment audiences for more relevant messaging
- **42%** say shopping habits are the most valuable data for personalization
- **36%** value customer interests and hobbies
- Only **13%** use advanced, data-driven personalization strategies





THE AI PRODUCTIVITY PARADOX

SURVEY SHOWS MARKETERS ARE CREATING FASTER BUT STILL STRUGGLING TO FIND TIME

AI promised to give marketers time back. Instead, it may be helping them reach the bottleneck faster. Knak's Marketing Production in the Age of AI report finds AI is accelerating content creation, but workflow constraints are keeping teams buried in production. The numbers reveal the disconnect:

- **85%** missed at least one campaign launch because of workflow constraints
- **82%** spend at least half their time on production
- **64%** use AI for first drafts of email or landing page copy
- **56%** use AI to generate or edit images
- **48%** use AI for subject line variations

On the Record

THE SCIENCE OF DESIRE

DR. A.K. PRADEEP ON HOW NEUROSCIENCE AND GENERATIVE AI ARE RESHAPING MARKETING



Dr. A.K. Pradeep has spent his career exploring what drives human attention, emotion and decision-making. A Silicon Valley entrepreneur, best-selling author and founder and CEO of Sensori.ai, he is pioneering the convergence of generative AI and neuroscience to help organizations create products, experiences and marketing that connect more deeply with consumers. In this Q&A, Dr. Pradeep discusses the science behind desire, the evolving capabilities of AI and what these advances mean for the future of marketing and innovation.

What can neuroscience reveal about the desires and emotions that traditional marketing surveys often fail to capture?

The central problem with traditional research is almost comically simple: We ask the conscious mind to explain decisions that were not entirely made consciously.

Consumers do not move through life like rational robots with spreadsheets. The brain constantly absorbs color, shape, language, faces, memories, context and sensory cues, much of it automatically. Ask why they made a choice and the conscious mind will offer an answer. It may be sincere, but sincerity does not equal access.

Neuroscience gives us another window. It allows us to better understand the machinery of desire: what captures attention, what creates emotional relevance, what we will remember, what feels familiar, what creates trust, what is cognitively easy, what signals belonging and what makes the consumer feel at home.

At Sensori.AI, we organize this around six drivers of Nonconscious Desire: Novelty, Familiarity, Trust, Simplicity, Belonging and Self-Worth. Think of them as the hidden grammar of consumer choice. A consumer may never say, "I bought this because it balanced familiarity with just enough novelty." But the brain can behave as if it did.

This is why neuroscience should not replace what consumers say. It should explain what their words cannot see. Surveys tell us the story people can articulate. Neuroscience helps reveal the forces underneath the story.

How can neuromarketing help predict how consumers will respond to a product, message or experience before it reaches the market?

The most valuable moment to discover that something will fail is before you manufacture ten million of it, buy the media, or put it on a shelf.

Historically, neuromarketing meant bringing people into laboratories and recording measurements like eye movements, brain activity or physiological responses. That work was enormously important because it taught us which patterns of attention, emotion, memory and sensory processing matter.

The next step is what we call Algorithmic Neuroscience. We can take principles learned from neuroscience, behavioral science and large-scale marketplace data and build computational models that evaluate advertising, packaging, innovation and brand assets before launch. Rather than asking, "Do people like it?," we can ask more useful questions: Will it capture attention? Will the brand be encoded? Does it create desire? Is the proposition cognitively fluent? Is there social currency? Does it fit the values of the market? What is likely to prevent commercial success?

Reliability depends on a critical discipline: validating results against real outcomes. A neuroscience score is valuable only if it predicts something beyond itself. Models should be tested against purchase intent, choice, engagement, sales, market performance or other behavioral outcomes with their accuracy reported honestly.

I would never describe consumer prediction as clairvoyance. Human beings are probabilistic, contextual creatures. The objective is not to predict one individual with certainty. It is to reduce uncertainty materially across populations and alternatives. In business, moving from intuition toward validated probability is already an enormous advantage.

> "A COMPANY THAT USES INCREASINGLY SOPHISTICATED TECHNOLOGY TO TRICK CONSUMERS MAY WIN A TRANSACTION AND DESTROY A RELATIONSHIP.

How can companies uncover the wants or needs that people are unable to articulate themselves?

I make a distinction between liking and desire. "That would be nice" is not the same neurological or commercial state as "I want it," "I need it," or the wonderful marketer's state: "I have absolutely got to have it."

If you ask consumers to invent the future, they usually describe the future using the vocabulary of the present. This doesn't represent a failure of the consumer because it's an unreasonable question. Before the automobile, asking people to describe personal transportation might have produced a better horse.

The better approach is to study the tensions underneath what people say. What is frustrating them? What are they compensating for? What feels effortful? What are they proud of? What are they embarrassed by? What do they want other people to see in them? What familiar ritual are they unwilling to surrender? Where would a small surprise create delight?

Then map those tensions against the drivers of desire. Novelty asks what new reward awaits. Familiarity asks whether it feels safe and recognizable. Trust asks whether it is believable. Simplicity asks whether it is easy to understand and use. Belonging asks whether it is for people like me. Self-Worth asks whether choosing it reinforces who I am or who I want to become.

That is where unarticulated needs become visible. The great innovation is rarely a random new feature. It resolves a human tension the consumer already feels, often before the consumer has language for it.

Can you share how neuromarketing can shape a product, campaign, package or customer experience before launch?

One example from our work involved a package redesign for Unilever's CLEAR in China. Packaging is a wonderful neuroscience problem because the package has to perform several jobs almost instantaneously. It must interrupt the visual field, be recognized, communicate what it is, carry the brand, create an emotional expectation and still feel native to the category and culture.

The analysis showed that the opportunity was not simply to make the package "prettier." The task was to strengthen the cues that the brain could process quickly: visual standout, brand recognition, hierarchy and the sensory and emotional signals attached to the proposition.



Those insights informed the redesign before the package had to fight for attention in the real marketplace. The resulting design delivered a 27% improvement in standout and a 22% improvement in purchase intent in subsequent testing.

The lesson matters more than numbers. Design discussions can become debates between smart people with strong opinions. Neuroscience shifts the question from "Which design do we like?" to "What is the consumer's brain likely to notice, understand, remember and desire?"

That fundamentally changes the design brief, turning neuroscience from a measurement tool at the end of development into an engineering tool throughout the process.

Where should marketers draw the line between creating more relevant choices and manipulating people's unconscious responses?

This may be the most important question. Every marketer influences behavior through packaging, pricing, store layout, music and countless other cues. The ethical question is not whether we influence consumers, but whether that influence serves them and the company.

My line is straightforward: Neuroscience should increase relevance, reduce friction and help companies create products and experiences people genuinely value. It should not be used to exploit vulnerability, conceal material information, manufacture false trust or push people toward choices that are predictably against their interests.

There is also a practical reason for restraint. Trust is itself one of the deepest drivers of desire. A company that uses increasingly sophisticated technology to trick consumers may win a transaction and destroy a relationship. The brain is a prediction machine, but it is also a learning machine. Betray trust repeatedly and the consumer learns you.

AI makes this responsibility more urgent because scale changes everything. A manipulative salesperson can influence one person at a time, but an algorithm can potentially influence millions simultaneously and personalize that influence.

The goal is not mind control. It is empathy at scale. Used responsibly, neuroscience and AI can help brands understand people more deeply, creating clearer packaging, more intuitive products, more relevant messaging and more rewarding experiences. But understanding the nonconscious comes with an equally important obligation to respect the people we are trying to understand.

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