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JANUARY 2018

NEW IDEAS ON
THE ALIGNMENT
OF SALES AND
MARKETING

SMART MARKETING





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BE WHERE THEY ARE

A

fter 46 years of doing business as Crown Printers, in December of 2016, we changed our name to Crown Connect. We felt the name better reflects the diversified services we continue to provide. Now, in January of 2018, we have made a commitment to publish a bi-monthly magazine that will focus on ways you might use those services to enhance your marketing and promotional efforts.

This is the inaugural issue of “Connect” magazine. This and subsequent issues are intended to “connect” each of its readers with statistics and meaningful ideas that will help motivate them to get the most out of their marketing budgets. Carefully written articles will be published in each issue, to share what other successful companies and organizations are doing to succeed and how their results can become a reality for you as well.

Sophisticated buyers of today conduct their own research, long before a salesperson enters the process. They have investigated websites, read reviews and have digested the content that matters to them. When the salesperson gets involved, the customer has likely, already narrowed their options, based on the due diligence they’ve done.

Today’s buying journey can be unpredictable and somewhat confusing. As a result, the challenge for marketers is greater than ever before. New recipes for engagement are critical. In fact, we may need a new mindset altogether. In his article, “The B2B Buyer’s Journey – What We’ve Learned, and What We’re Missing,” analyst Jon Reed points out that marketers should think in terms of a “buyer’s community” or “buyer’s network.” He also says that while buyers aren’t always buying, they’re always learning. So, we shouldn’t only be targeting buyers. Reed says that today’s informed buyers get better at their jobs by building “trust networks” of experts inside and outside of their companies or organizations. So, building community and communicating, regardless of buying interest should be the recipe of choice today!

When you deliver consistent value, you engender trust. Then, when a buyer decides to dive into the buying process, you’re already a trusted entity.

Our hope is that we have become and will remain, a trusted entity to you. Our cover feature, “Smarketing,” discusses a new model for sales and marketing that embraces the buying process referenced above. In our second feature, “The Engagement Economy,” it expands on the idea of community and examines a fundamental shift in relationships between buyers and sellers.

Wishing you the happiest New Year! We hope you enjoy our new publication.



Denny Shoret
President & CEO

TODAY’S BUYING JOURNEY CAN BE UNPREDICTABLE AND SOMEWHAT CONFUSING. AS A RESULT, THE CHALLENGE FOR MARKETERS IS GREATER THAN EVER BEFORE.



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B

ack in the day (you pick the day), marketing's role was to create a halo of awareness for brands and drive the attention of new customers into the sales funnel. Sales, picking up the lead, was to engage one on one with actual customers and move them through the funnel, showing them various types of content

designed to stimulate rational choices. The goal – get them to buy.

Pretty simple, right?

You didn't think it was possible to talk about the long contentious relationship between sales and marketing and not kick the hornet's nest just a bit, did you? Amid all of the finger pointing, he said/ she said diatribes and "this-is-my-silo-get-your-own" mentalities, the stated goal of the sales and marketing departments has always been to work hand in hand for the good of the cause.

I'll give you a minute to take that in.

But, now more than ever, sales and marketing must be consistent in the stories they tell about their brands and products. With the proliferation of media sources and methods for customers to learn about (and even purchase) the things they want, no two customers navigate the funnel in the same way. In today's complex business landscape, customers don't often navigate through a linear sales funnel that goes from discovery, to education, to comparison, to purchase.

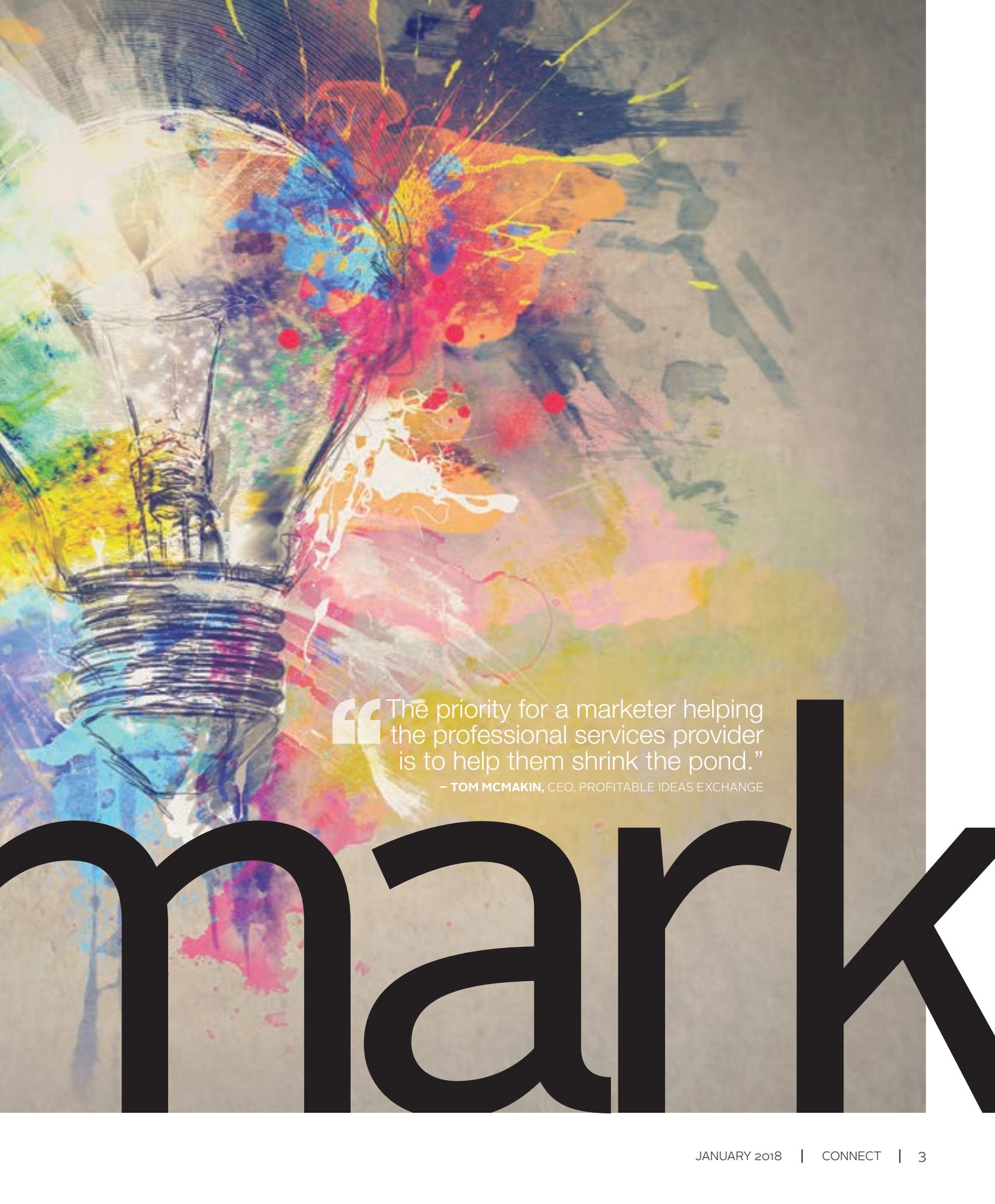
Enter smarketing – the new buzzword that is finally pulling together the worlds of sales and marketing. If you want an actual definition, Hubspot defines smarketing as: "...the alignment between your sales and marketing teams created through frequent and direct communication between the two."

Tom McMakin believes that technology has caused sales to morph into marketing and vice-versa. Whereas marketing once drove awareness and desire in a potential buyer, and sales pitched and closed the deal, that can happen all at once when someone clicks through on a Facebook ad and makes a purchase using their stored credit card information on Amazon.

The game has changed. "With more and more advertising images flooding the zone, the half-life of any one of these impressions is growing shorter," says McMakin, CEO of Profitable Ideas Exchange (PIE), and author of "How Clients Buy: A Practical Guide to Business Development for Consulting and Professional Services."

McMakin says that means the window in which we can sell is shrinking. "If pitchers are throwing the





“The priority for a marketer helping the professional services provider is to help them shrink the pond.”

— TOM MCMAKIN, CEO, PROFITABLE IDEAS EXCHANGE

mark

ball faster across the plate, sluggers need to increase the speed of their swing in order to connect with the ball.”

Wrap your arms around this – sales and marketing no longer reside in separate silos. Today’s buying process dictates finding a new recipe where B2B buyers can go through self-discovery and engage sellers when and how they want. The concept of smarketing is designed to tear down those silos.

“I live in the world of professional services sales, where the person delivering expertise is the product and is most often the chief salesperson,” McMakin says. “Marketing needs to understand the community the professional is focused on serving, and then narrowcast thought leadership, events and visits to this specific group of buyers.”

In the professional services sale, the number of buyers who can cause a business unit to double in size is small, so efforts to broadcast brand can be money poorly spent. “The priority for a marketer helping the professional services provider is to help them shrink the pond,” McMakin says.

The endgame: Define the small niche where their track record gives them a competitive advantage over other firms, and then communicate with that small group often and with domain expertise.

“The kind of technologies and communications channels we’re using today to drive awareness, consideration and purchase of brands look nothing like what they did even 10 years ago.”

– DEB GABOR,
FOUNDER, SOL MARKETING



BUILDING BRIDGES

Sounds easy. All a brand has to do is change the perception that sales and marketing professionals have been weaned on. Don’t do it like that anymore, do this.

If that type of cynicism is driving your sales and marketing meetings, try this approach. Remind your teams that establishing common ground makes the process of acquiring leads and converting them easier. Fragmentation, i.e., business as usual, will just confuse the consumer.

Deb Gabor has seen it happen all too often. As the founder of the branding strategy firm Sol Marketing, she has sat down to discuss these types of scenarios with the likes of Microsoft, NBC, and Dell. Her goal in any conversation is to help her customers understand the deep existential questions at the core of their business.

“The typical consumer can remember only about three to five brands in any category off the top of his or her head,” says Gabor, who also wrote the book, “Branding is Sex: Get Your Customers Laid and Sell the Hell Out of Anything.” “In the brand asset management business, we call this recall, and consistency of messaging is the key to registering recall.”

Gabor says that customers rarely have the faculties to differentiate between marketing and sales messages, especially when they’re hit from every conceivable direction. “They can hardly differentiate one brand from the next. It’s ludicrous to

NEW IDEAS ON THE

ALIGNMENT OF SALES AND MARKETING

Marketing

assume that they can tell which messages are correct and important to them if they come from various sources within your company.”

If you’re not reading “fix the process now,” there might not be much more to say. “Disruption to sales and marketing is coming at breakneck speed from unexpected places,” Gabor says. “The kind of technologies and communications

channels we’re using today to drive awareness, consideration and purchase of brands look nothing like what they did even 10 years ago. Ordering food off Facebook. Buying coffee from your smartphone. Are either of those functions the sole domain of either sales or marketing?”

The key to the future of smarketing, like anything else, rests in the brands driving the change. That means hiring smart

people who are flexible, adaptable and open to change. “The only thing that’s certain about the future of marketing and sales is that this future is uncertain,” Gabor says. “On the whole, though, I’d be looking for smart, strategic marketers and sellers who prioritize their customers and their customers’ hopes, fears, dreams and dreads ahead of their own, no matter what.”



THE

ENGINE

AGE

MENT

WHY SCALING PERSONALIZATION IS MORE SURVIVAL THAN COMPETITIVE ADVANTAGE

ECONOMY

Titan Travel had established itself as one of England's top-rated tour companies when its senior leadership noticed something disturbing a few years ago. Competitors were advertising lower priced tours featuring many of the same itineraries the company had spent decades honing with the input of customers.

Suddenly, the company that had separated from the pack through its unsurpassed knowledge of British travelers was seeing its product commoditized. Rather than change its business model, Titan Travel decided it would find a way to better



*By
Charles
Lunan*

The Engagement Economy refers to a new era in which competitive advantage will lie more in a brand's ability to engage and retain customers than generate and retarget leads.

understand the "trip intent" of every one of its customers, so it could take personalization to the next level.

For this, Titan turned to the Anglo-American company Thunderhead, which specializes in helping marketers improve engagement across all customer touch points.

Within just a few days of implementing

Thunderhead's cloud-based ONE Engagement Hub, Titan Travel booked more than \$12,000 in incremental sales by calling customers to discuss specific holiday packages it had researched on the company's website. The sales proved that by having a personalized and relevant conversation, it could generate an extra \$2 million in revenue per year.

"Titan has used ONE to make big leaps forward in our ability to recognize previously anonymous web visitors and join up their journeys across channels," Titan Travel's Dan Whitehouse told Thunderhead in late 2016. "We've seen real business benefits and have been able to have more meaningful conversations with both existing and potential customers."

This is the type of marketing automation that modern vendors are using to win business while seeking an edge in what has been dubbed, "the Engagement Economy." The term refers to a new era in which competitive advantage will lie more

FINDING MEANING IN UNSTRUCTURED DATA

Some hospitals and clinics are turning to Binary Foundation, a company in McLean, Virginia, that uses natural language processing, or NLP, to extract "actionable insights and trends" from comments patients write in post-care surveys and third-party review sites.

The data fuels a kind of virtuous cycle by helping hospitals understand what matters to patients so they can tweak operations and boost their patient satisfaction scores, which they can then advertise to attract more patients. Hospitals and clinics have moved up plans to offer valet parking and changed staffing at their front desk as a result of insights gathered by Binary Foundation, says senior VP of marketing Aaron Clifford.

Research has repeatedly shown that improvements in patient care lead to lower churn rates and better profit margins; something not often seen in other industries. The correlation is likely to accelerate as employers and the government push more healthcare costs on to consumers.

"The rise of smartphones and

instantaneous feedback has created a tremendous volume of comments and transparency not only in the service industry, but with healthcare providers," Clifford says. "People are using that to get the most money with higher deductibles."

Daniel Yaffe co-founded AnyRoad to help marketers capture and analyze content consumers generate during live events. Marketers have sponsored festivals, concerts, sporting events, trade shows and museum exhibits for centuries on the hunch that they build brand loyalty. The San Francisco-based company is helping marketers calculate return on those investments - often for the first time.

One brewery used AnyRoad to measure what might happen if it began charging for its tours. After finding it had a positive impact, the brewer opted to invest more to promote the tours.

By founding AnyRoad, Yaffe essentially was placing a bet that experiential marketing, and more specifically live event marketing, will thrive in the Engagement Economy.

"Think about how many times you



are marketed to throughout the day, from the radio on the way to work to the Starbucks cup to signs on buses, billboards and LinkedIn ads," Yaffe says. "Research suggests people see

in a brand's ability to engage and retain customers than generate and re-target leads.

The flaws of the latter approach are quite apparent to consumers who can readily cite examples of marketing automation gone bad. There is the robocall that greets you with silence, expecting you to hold until a live person can get on the line. There is that unending stream of emails and letters offering a last chance to renew the extended warranty on a car you sold six months ago. Then there's the ad for a laptop computer that keeps popping up in your web browser, even though you



between 200 and 800 ads per day. We are overloaded with messaging and branding, so engagement is going to drive much more opportunity than more passive forms of marketing.”

bought a different model from the same vendor last week.

Thunderhead is among a host of vendors using Artificial Intelligence, or AI. The tactic is an attempt to bring order to the Rube Goldberg world of marketing automation and potentially enable marketers to shift their focus from relying on re-targeting and other tactics to meet quarterly sales goals, to using engagement to reduce customer churn and drive brand loyalty.

In an era when consumers control when and how they engage with brands, and can switch between brands with ease, knowing how to use AI to scale personalization may be more a matter of

“THINK ABOUT HOW MANY TIMES YOU ARE MARKETED TO THROUGHOUT THE DAY, FROM THE RADIO ON THE WAY TO WORK TO THE STARBUCKS CUP TO SIGNS ON BUSES, BILLBOARDS AND LINKEDIN ADS.”

– DANIEL YAFFE, CO-FOUNDER, ANYROAD

survival than a competitive advantage, regardless of industry.

OBSTACLES IN THE C-SUITE

The Engagement Economy remains a hard sell in some C-suites, its apostles concede. Improving engagement consists of both hard costs – such as new applications and systems integration – and soft costs – such as upgrading internal technical capacity.

CMOs will have to demonstrate to senior leadership how they can implement an engagement strategy and still hit sales targets. That will be particularly challenging for CMOs who don't control customer service or other key aspects of

TIPS FOR IMPROVING YOUR CUSTOMER ENGAGEMENT

EMPATHY – Before making decisions, ask how they will affect the customer's experience. Map out all the possible touch points a customer may encounter on their path to purchase and prioritize them according to how you think they affect overall customer experience.

RESPOND – The Engagement Economy is a two-way street, so don't push out content on social media if you can't assign someone to monitor, analyze and respond to customer engagements.

METRICS – Make sure you are measuring engagement in high priority areas and tracking it against brand loyalty metrics, such as average sales per customer, average transactions per customer or average lifetime value of customers. If no correlations emerge, you may be focusing on the wrong segments of the customer's journey.

UNSTRUCTURED DATA – Consider whether you can tap unstructured data from social media channels, web forms and call centers to fill gaps in your engagement data.

ROI – When calculating ROI, don't overlook savings. Determine whether engagement initiatives have enabled the company to reduce spending on lead generation, customer retention, market research, content development or customer service.

the customer experience.

The surge in AI-enabled marketing automation platforms and job listings for customer experience (CX) and user experience (UX) positions indicates CMOs are having success in the board room. If they succeed in the Engagement Economy, they stand to gain not just market share, but a bigger voice in shaping corporate strategy.

INSIGHTS

“As the menu of marketing tactics becomes longer and more diverse, marketers are challenged to consider their budget and strategy from every angle.”

– **John Hall**, CEO of Influence & Co., on why 2018 may be one of the most interesting years for marketing yet

WHAT'S IN A NUMBER?

DEPENDS ON WHICH ONE YOU USE

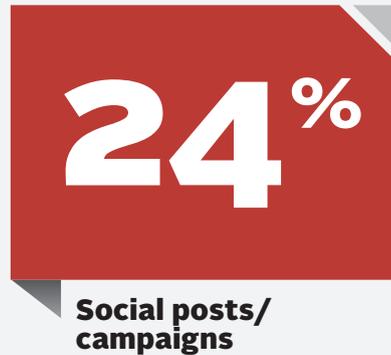
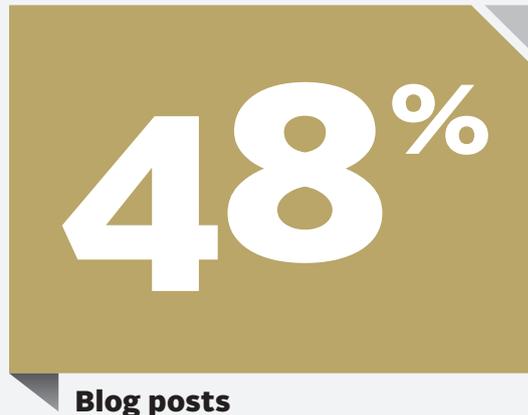
If you're putting together a direct mail piece, blog or post, here's a tip. According to data from Venngage, the No. 10 garners the most shares, on average, across all four social networks: Facebook, Pinterest, LinkedIn and Twitter. The study examined the performance of 121,333 "listicle" articles/posts from brands and publishers. Other suggestions include using the No. 5, which had the second-most shares, followed by the No. 2. To note, listicle headlines that use a numeral (10) are better than ones that are written out (ten).



The Tao of Content

How long does it take you to create a piece of content? According to coSchedule's "State of Marketing Strategy Report," most marketers say it takes between one and six

hours, on average. The report was based on data from a survey of 1,597 marketers from 83 countries. Here's a look at the most common types of content they are creating:



By the numbers



► The percent of consumers who say that lower prices are a major reason they are loyal to a brand ("What Makes Customers Loyal?" by The Blackhawk Network)



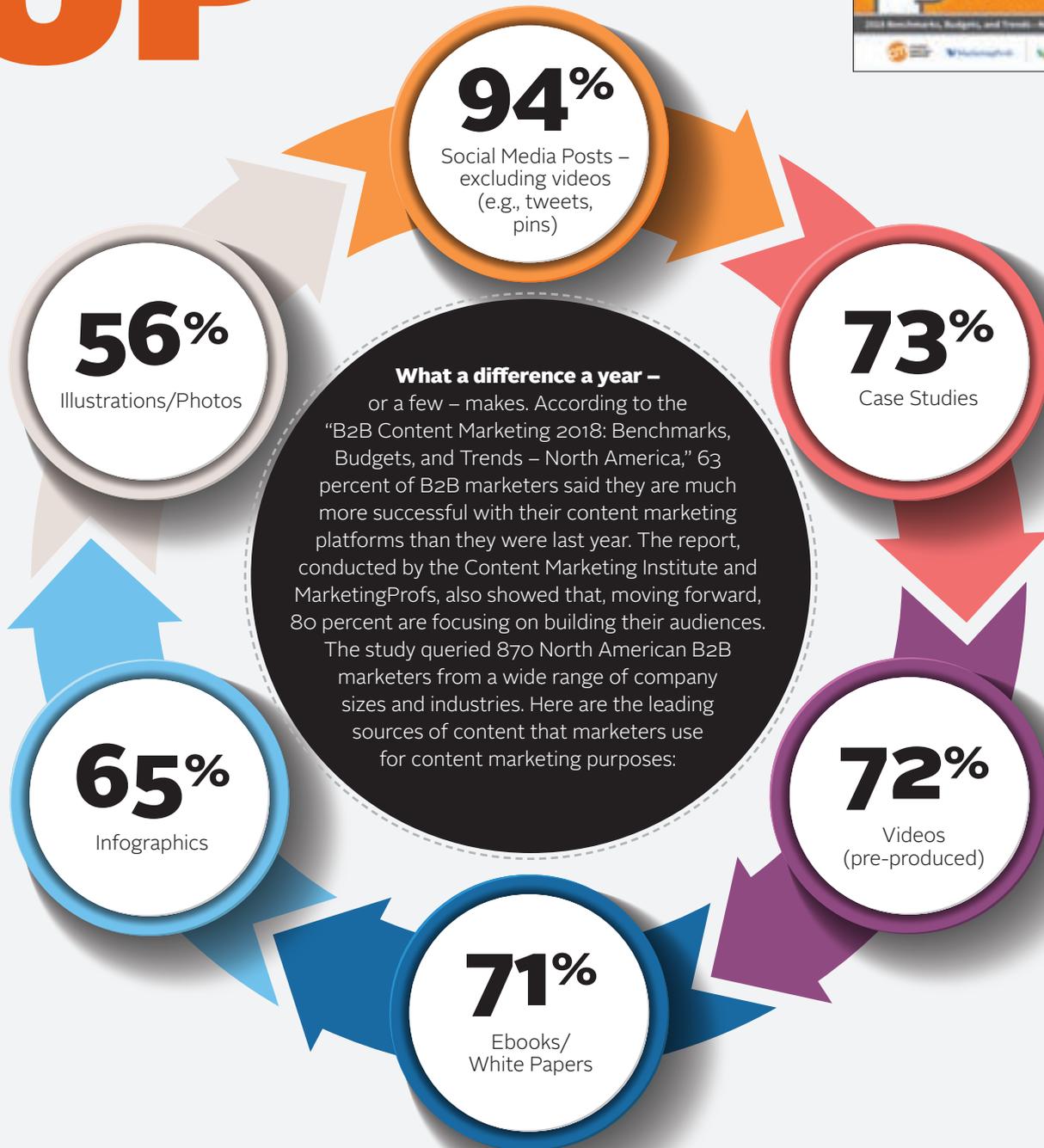
► The percent of CMOs who say they are focusing on new markets, new buyers, new offerings, productivity or the acquisition of new buyers in 2018 ("2017 Global CMO Study" by SiriusDecisions)



► The percent of marketers who say that sales acceleration and audience optimization are among the areas most impacted by the quality and accuracy of data ("The B2B Marketing Data Report" by dun&bradstreet)

GROWING UP

SURVEY SHOWS HOW FAR CONTENT MARKETING HAS COME





Define what sales will look like in 2018.

The onslaught of technology as a competitive sales tool will continue to grow. Prospecting, email generation, predictive data about our customer's needs and movements will be ever more sophisticated. Today's sales professionals will be working to figure out how best to understand and use technology to outfox their competitors in gaining new customers.

What's the secret to engaging with today's buyers?

One way to engage with today's buyers is to figure out what they care about, not from analyst reports but from your own discovery. A sure bet about what they care about is their own customer's experience. Focus your discovery on learning about your customer's customer and then share that with the buyer. No one can argue with their customer's experience – it is inherently interesting because it's where business value starts.

How does technology continue to change the sales game?

Our belief that technology will solve our sales challenges grows, but our focus and aptitude for human engagement will decline. The ability to connect human to human, and to notice what our customers care about will never decrease in value, however; our ability to do so, may. Sales professionals who continue to hone their ability to authentically connect with their customer, as well get smart about how best to use the latest technology, will win.

What are the attributes that today's ideal salesperson must have?

Problem finder – Not just problem solver. The best salespeople work in partnership with their customers to first discover their customer's problems before solving them versus coming in with a preconceived notion of what the problem is based on the

TRENDING WITH...

Ashley Welsh & Justin Jones

Salesforce uses it. So do Facebook and GE. Design Thinking is the customer-centric innovation process that can transform how you sell. Ashley Welsh and Justin Jones, co-founders of Somersault Innovation, were so taken by the philosophy that they wrote a book about it. "Naked Sales: How Design Thinking Reveals Customer Motives and Drives Revenue" is your blueprint to doing what the big players

do. Improving the percentages of that first call. Building a pipeline and increasing the size of the deal. What they want you to know is that it's all about reestablishing a deeper human connection in this era of automated responses. We caught up with them to get their take on what today's salesperson must have to succeed.



“ONE WAY TO ENGAGE WITH TODAY'S BUYERS IS TO FIGURE OUT WHAT THEY CARE ABOUT, NOT FROM ANALYST REPORTS BUT FROM YOUR OWN DISCOVERY.”

solution they're solving.

Trustworthy – It never goes out of style. In a world of relentless competition and savvy customers, trustworthiness is table stakes for a salesperson.

Self Aware – Nobody likes to be sold to, and customers can sniff ingenuity a mile away. Self awareness regarding your style, how you're perceived and how to surrender your self interest in service of your client, well, let's just say you best figure that out.

Humble – At the end of the day, sales is a personal transaction. Arrogance has no place in creating an authentic connection. Humility and genuine interest in your

customer is the name of the game.

Interested in multiple disciplines – Given our interconnected world, the more one can understand and be interested in the interconnections between various disciplines, the more interesting and valuable you become as a sales person.

Tolerant of Ambiguity – Our world is growing in complexity and ambiguity at a rate that is faster than our ability to adapt. If you can't hang with ambiguity, it's going to be a long ride.

What's the best piece of advice you can offer for sustainable success in sales?

There are three pieces that we think is important to know. First, figure out what your customers and their customers care about, and let that be the beginning of your engagement with your customer. Second, get out of your seat and into the seat of your customer – find a way to walk in the shoes of your customer, which often requires leaving your desk. Third, make friends first – real friends. Creating relationships in order to sell something is shallow and will compromise your deal size. Make a genuine connection.

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