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ENGAGING MARKETING MINDS

MAY 2018



WHY CX MATTERS

EXPERIENTIAL  
DRAWINGS



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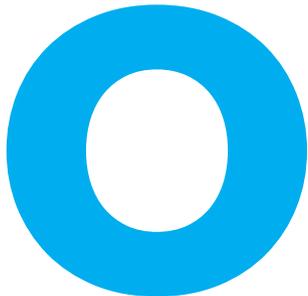
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# 8 SECONDS



ur collective squirrel-like attention span makes for an interesting challenge for marketers. The upcoming generation's (Gen Z) best friends are digital and they don't seem to listen very well. But it's not simply teenagers being teenagers. The multitude of screens they manage is remarkable, making it difficult to understand how Gen Z processes, focuses and listens to you all at the same time.

Kids today have found a way to cut through the non-stop information flow to focus on their specific interests. According to Sparks & Honey's "Generation Z 2025" study, in a world of endless options and customization, they do pay attention, but they're just particular about it. Research by Fast Company shows Gen Z has developed a highly evolved filter to do this in exactly 8 seconds.

Amazingly, it only takes 8 seconds for Generation Z to focus in a frantic world. The bottom line is that marketers must realize that not only do they need to grab the attention of people in this highly digital world, but they have to build trust in the amount of time it takes a cowboy to ride a bull.

Another variable is that the emerging generation doesn't post as much as Millennials. They have seen all the bad that comes from it and have begun to safeguard their personal lives. Therefore, we only have a minuscule amount of time to connect, so we need to tread very lightly and sincerely.

This is kind of good news. Marketers are inherently sincere. The best ones, at least, don't want an antiseptic relationship with the marketplace. They don't want to reek of the hard sell. On the contrary, they'd prefer to be a part of the inner circle and have a relationship built on trust. So, taking our time, being part of their journey, and treating their trust with remarkable care will be the new norm.

We took great care with this issue. In our cover feature, "Experiential Cravings," we dive right into the marketing concept that will prevail over the foreseeable future. We discuss how and why experiences matter. In our second feature, "Bottling Nonconformity," we identify the fact that we live in a free agent nation and the corporate world has driven a great many people to be nonconformists. The question is, "How do we manage and capitalize on that out-of-the-box thinking?"

Whether you are targeting a newer generation or one of past, you will find that much of the thinking and strategy discussed in this publication will greatly improve your success with any customer you care to serve.

Warmest regards,

**Denny Shorett**  
President and CEO



**Do it well – across all channels**

04



**It starts with one**

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Jonah Stillman

**MARKETERS MUST REALIZE THAT THEY HAVE TO BUILD TRUST IN THE AMOUNT OF TIME IT TAKES A COWBOY TO RIDE A BULL.**

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**EXP  
ERI  
ENT  
IAL  
CRAWLING**



By  
**JESSICA  
GRAY**

**STUFF HAPPENS.** And happens, and happens some more. We're inundated with a never-ending barrage of products. We have sold, promoted and bought products like it was part of our DNA. Some would argue that our entire consumerist economy is built on the idea of shoving products down our collective throats.

While selling may seem like second nature to many of us, it may no longer be required. The onslaught of products over the course of time has led us to a place where stuff matters less than the experience. Having the latest and greatest means nothing unless a level of trust is associated with it. People make purchases based on deeper connections with a brand and an experience they crave.

"As we've become inundated with low-quality content everywhere we turn, it's the interactions that bring us into an experience that makes companies stand apart," says Carla Johnson, keynote speaker, author and Chief Experience Officer at Type A Communications. "I'm not just going to work out; I'm going to use the Nike Fitness app to become a better athlete. That's an experience."

There's a lot of irony in the idea that, in the Connection Age, people may be more detached than ever before. While they may be more informed, the lack of raw engagement with others deprives them of something more meaningful. This deprivation creates a need for human connection and authentic experiences that are uniquely their own. Sellers have no choice but to figure out a way to provide experiences that satisfy this craving.

Customer experience (CX) matters to the best organizations. They appoint CX leaders and invest in measuring their CX effectiveness. According to Forrester research, organizations with CX leaders achieved compound annual revenue growth rates (CAGR) of 17 percent compared to just 3 percent for those without CX leadership. In turn, Accenture's 2015 CX survey found that 86 percent of B2B executives consider customer experiences to be very important, while a mere 57 percent feel they're below average executing on CX initiatives.

#### **METRICS MATTER**

Customer experience insecurity stems from the inability to measure it. Qualitative data is always tough and, according to Calabrio, 47 percent of CMOs don't believe they have the right tools to understand their customers'

## AS THE FIRST TRULY DIGITALLY NATIVE GENERATION, GEN Z RESPONDS TO THE TANGIBILITY AND ‘MAGIC’ OF PERSONALIZED PRINT COMBINED WITH DIGITAL STRATEGIES (PRINT+MOBILE).”

– TRISH WITKOWSKI,  
CEO, FOLDFACTORY

needs. Thirty-one percent of senior leaders believe integrating customer data is the greatest challenge their company faces.

“People fall into the practice of measuring what’s measurable rather than measuring what matters to the work that they do,” Johnson says.

But data is difficult when it comes to relationships. “They have to genuinely care about what matters to the people with whom they’re trying to connect,” Johnson says. “This means understanding them as buyers, mapping out the entire customer journey – not just the buyer journey – and

communicating with them where, when and how people find things interesting to them.”

A study by The Economist and Genesys highlights the value of investment and support in CX. Thirty-three percent of survey respondents cited better customer retention as a primary benefit, and 28 percent said they had experienced increased sales. In short, it is hard to measure but is far too important to ignore.

Several metrics have emerged for

## DO IT WELL – ACROSS ALL CHANNELS

Research from Salesforce tells us that 75 percent of people expect a consistent experience everywhere they connect with brands – be it through social media, mobile, or even in person. Immediacy is also in demand, with 64 percent of consumers expecting companies to interact with them without delay.

As an example, a poorly designed mobile experience can be devastating. WOW Local Marketing reported that 52 percent of people are less likely to re-engage with a brand due to a bad mobile experience. Sixty-two percent say that dissatisfaction in mobile is even worse if they liked the brand prior to the bad experience.

To put it simply, if they were loyal or interested in your brand before, and they have a bad mobile experience, they will be doubly disillusioned.

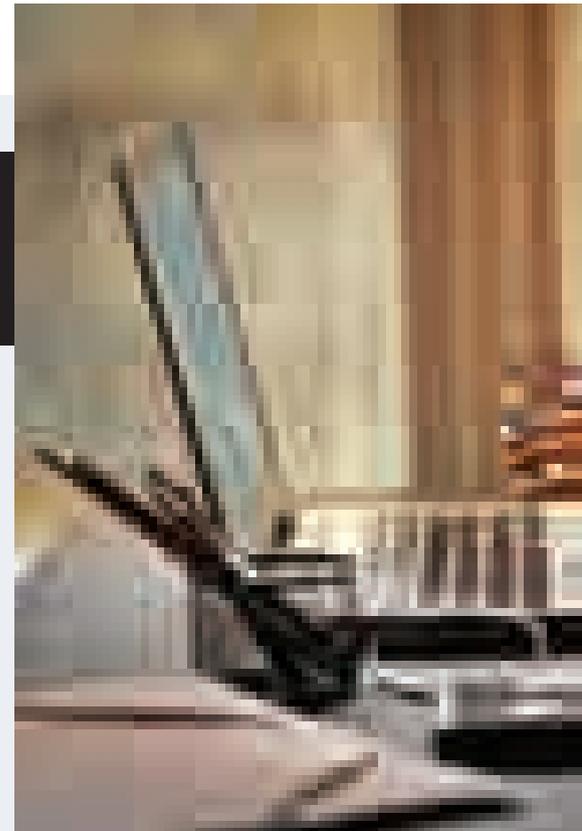
The need for the brand to be consistent across channels, and for the design to be iterative, is paramount. Direct mail should complement your website, which should complement your mobile app, which should complement your brand’s voice, and so on, to create a

seamless, authentic experience.

Johnson knows this better than anyone. She wrote the book on it — literally. In “Experiences: the 7th Era of Marketing,” she talks about how storytelling will transform the way all of us do business — and make purchases.

“With this 7th Era of Marketing, we’re looking at how to use story-driven content to create experiences that people want to engage in – that they get excited to be a part of,” Johnson says. “Great storytellers understand the process of laying out a narrative and continually creating anticipation. Through owned content properties, brands can create the same type of experience and truly own a conversation and drive an experience consistently over time.”

Spending money on design is also key to great storytelling. The Econsultancy/Adobe “Quarterly Digital Intelligence Brief” states that 40 percent of organizations agreed that design was the most important element in the customer experience. In 2013, the “Econsultancy User Experience (UX) Report” found that 73 percent



of companies that were not currently conducting UX testing planned to begin in the next year.

Decades ago, Walt Disney said, “Whatever you do, do it well. Do it so well that when people see you do it, they will want to come back and see you do it again, and they will want to bring others and show them how well you do what you do.”

“Most brands default to tactics they’ve always done, expecting people to bend to their format,” Johnson says.

But, she has a warning: “People won’t

companies to feel the pulse of the market and assess their respective customer experience. For example, the Net Promoter Score (NPS) is an index that illustrates how prepared a customer is to recommend you to other people. Customers are separated into three categories (Promoters, Passives, Detractors), which generally are calculated using survey information by subtracting the detractor percentage from the promoter percentage.

The Customer Satisfaction Score (CSAT) is the average score given to your

brand according to customer answers based on a survey. The traditional CSAT surveys include questions to expose how pleased the patrons are with merchandise or a particular service on a scale of 1-5. Companies conclude they're doing well if at least 70 percent opt for either "somewhat satisfied" or "very satisfied."

Finally, the Customer Effort Score (CES) shows the total effort to execute a particular task. Answers range from "Strongly Disagree" to "Strongly Agree," with point values ranging from 1 to 5. Possible challenges to uncover within the CES are things like getting transferred to and from multiple departments for information and feeling "tossed around" or making repeated

## DO YOU HAVE THE HEART FOR UX?

UX can be tough to measure, but understanding your consumers' UX satisfaction is not optional. It is an enormous part of what you are selling. Google recommends the "HEART" system for measuring UX:

**[H] HAPPINESS** – You can use NPS findings for this

**[E] ENGAGEMENT** – # of clicks, shares, etc., that illustrate user involvement

**[A] ADOPTION** – New users, upgrades, new subscriptions, etc.

**[R] RETENTION** – Repeat purchases, renewal rates, and so on

**[T] TASK SUCCESS** – How successful and efficient were uploads, registrations, etc.?

They suggest trying to only use a few metrics at once and to find the ones that mean the most for your company. Vanity metrics are easy traps in which to fall. There will always be a line on the graph that is trending upward and to the right, but the important question is, "Does it matter?"

**"PEOPLE FALL INTO THE PRACTICE OF MEASURING WHAT'S MEASURABLE RATHER THAN MEASURING WHAT MATTERS TO THE WORK THAT THEY DO."**

**– CARLA JOHNSON,**  
CHIEF EXPERIENCE OFFICER,  
TYPE A COMMUNICATIONS

phone calls to resolve an issue.

These type of measurements are particularly useful when it comes to the next generation of buyers who have very little interest in putting forth any effort to get what they want or to complete a task. Millennials and Generation Z have never known a world where they had to wait for anything. They have a different set of priorities than past generations and approach the world in totally new ways.

"Gen Z is more curious, humble and independent than the Millennial generation," says Trish Witkowski, a sought-after speaker and CEO of Foldfactory. "They are collaborative, self-directed, industrious, socially-conscious

and obsessed with connectivity. Gen Z does not understand a world without 24/7 access. They don't believe in hours of operation, so you need to be prepared to be responsive and to have content for them to consume."

Young people want what they want when they want it, and they have little patience for anything less than immediate service. "As the first truly digitally native generation, Gen Z responds to the tangibility and 'magic' of personalized print combined with digital strategies (print+mobile)," Witkowski says. "Analog is intriguing to them. They love mail, and they enjoy receiving relevant print products produced just for them."

do that anymore because they have an infinite number of opportunities to spend their time and money. Customers will gravitate to the companies that speak their language, look like they look, and show up in delightful and unexpected ways."

Stuff matters. We will always need stuff. We will need product information and tools that convey the features, advantages and benefits of a product. But, an experience is what people crave. Experiences are what matter most.

**THINK ABOUT ELVIS PRESLEY.** Before he was lauded as the “King of Rock and Roll,” the police told him that he could not swing his hips onstage. His dance moves were so offensive that 1956 newspaper headlines announced that he would have to clean up his act if he wanted to continue his career.

Look at the Presley legend today.

It often takes someone willing to sacrifice immediate acceptance in order to make true, groundbreaking progress in any industry. No matter if it's the music industry, printing industry or another, innovation only comes when a person (or group of people) is an outlier. A weirdo. A curious soul. Someone who dances to the beat of a different drum. A kook, perhaps.

Chris Guillebeau, author of “The Art of Nonconformity,” says the world needs people who question norms and values. You never know how one shift in perspective can inspire generations to come – with any medium.

Can you imagine a world without Elvis' influence? Who knows how long it would've taken us to move our hips. Without that evolution of social dancing, the huge hip-hop

WHY TRAILBLAZERS  
ARE NOT TYPICALLY  
ACCEPTED AT FIRST

By Alyssa Ruane

# BOTTLENECK NONCONFORMITY



# IG FOR MITY



movement of the '90s may have never happened.

Of course, in the corporate world, “creative thinkers” aren’t always accepted. While their fresh thoughts and points-of-view are needed for growth, there’s only so far a company can stray before wondering what’s worth the time and money. This delicate balance leads us to one question: How can we capture the essence of non-conformity (the creative ideas that drive a company forward) without letting new ideas derail the entire livelihood and structure of a company?

### **CREATIVITY VERSUS CONFORMITY**

Finding a happy medium between stimulating creativity and conforming to a set of norms can help breed a progressive company culture that encourages out-of-the-box thinking. Guillebeau says that type of culture is one

way to stimulate company growth: “Foster environments where different perspectives are valued and people are encouraged to experiment.”

But creating an environment where different perspectives are valued can be tough in today’s corporate world. When people hold traditions too closely, they

risk fizzling out when the market or other factors change. That’s why the culture shift must start at the top.

“Leaders must genuinely want and support nonconformity in their organizations, and then they need to demonstrate that in their communications and actions,” says Jill Hollingsworth,

“Once someone feels the rush that comes with creative success, they’ll want more. Using creativity to stimulate growth and progress is contagious.”

– JILL HOLLINGSWORTH,

GLOBAL SENIOR DIRECTOR OF EMPLOYEE COMMUNICATIONS, MOLSON COORS

using a growth mindset to fuel innovation are shared and celebrated. Using colleagues as role models is an effective way to inspire and embed cultural change.”

Guillebeau believes that sharing stories of successful nonconformists can spark the innovation bug in others. “I think it’s good to shine a spotlight on different people who’ve chosen to pursue an unconventional

path. Those kinds of stories tend to encourage others to make their own changes far more than anything an expert tells them.”

It’s good to let employees spread their wings a bit. Once company leaders understand the great benefit of celebrating creative thoughts, they can then begin implementing some behaviors of their own to kickstart an innovative culture.

Guillebeau recommends that leaders ask: “Who disagrees with this idea? What’s the counterargument?” This is especially true when making big decisions and most people are in agreement. “It’s important to welcome outliers to come forward with their takes. Asking these questions can sometimes open up space for an alternate view that might have otherwise eclipsed the group.”

## It starts with one

**E**mployee empowerment can begin with just one person. When corporate leaders are ready to train their teams to lean into nonconformity, it’s important to remember that reaching just one person can be the difference you need to propel your company forward.

If you’re concerned about nonconformity jumbling the decades-old rules and structure built to keep business humming, remind yourself that there is a certain balance to seek. Creative thinkers are often rare, but you never know if you haven’t given them the chance to speak up.

So, when empowering employees, draw from Guillebeau’s advice. “Individuals can improve themselves by thinking differently and becoming intentional about their life’s pursuits. Ask yourself: ‘What’s most important to me? If I could only fix one problem, what would it be?’ Then, start taking small steps toward that goal however you can.”

Guillebeau says it’s imperative that individuals – from the top of the ladder to the bottom – choose and adopt their own values, at least if they are going to be successful long-term.

But to encourage individuals to explore their passions within the company, Hollingsworth recommends setting concrete standards. This way, the opportunity for growth is there, but it’s not at the cost of what’s already been built.

“Businesses that do this well are very clear about what work needs to be



standardized and where the opportunities for creativity are,” Hollingsworth says. “Then, inspiration comes in the form of storytelling. All too often, we think creativity has to be the really big, game-changing idea. Sharing the seemingly small ideas that lead to positive results can show people that creativity is well within their reach if they allow a shift in their mindset.”

Showing that new ideas are valued enough to be explored instills some confidence in those who may have once shied away from sharing their opinions, even if they were strongly held. “Permission and support are key,” Hollingsworth says. “Start with one project or work effort, and encourage new ideas for achieving the desired outcome. Choose and develop one or more of those ideas, and see them through.”

To drive the point home, Hollingsworth says you must celebrate the idea and the person. “It comes down to permission, follow-through, and reinforcement. Once someone feels the rush that comes with creative success, they’ll want more. Using creativity to stimulate growth and progress is contagious.”

Molson Coors’ Global Senior Director of Employee Communications. “At the same time, they have to allow for failures, because true creative nonconformity is impossible without them.”

Take how Molson Coors, the world’s fifth-largest brewer by volume, fosters such an environment. “At Molson Coors, taking smart risks is a core behavior in our culture and one against which we measure individual performance,” Hollingsworth says. “Stories of people who are curious and challenge the expected while

# INSIGHTS

“B2B decision-makers are always in research mode and find pockets of their time — even just five minutes here and there — to look up what’s interesting to them. It’s in these small but bountiful “micro-moments” you need to find, then entice and engage them, based on their surges of indicated interest.”

– Sonjoy Ganguly,

SVP, Product Management at Madison Logic,  
on what you need to know about the always-on B2B consumer

## 5 BARRIERS TO GROWTH FACING EVERY B2B MARKETER

What do you see when you look at the opportunities ahead in today’s marketing landscape? Did you plan your strategies accordingly? How about your budgets? According to a recent B2B International survey, marketers are optimistic about their growth prospects but face numerous challenges that could hold them back. Here’s a look at five tests that could hold B2B marketers back.

### 1. BUILDING MARKET SHARE

Faced by 56 percent of organizations, inertia is one of the biggest barriers to growth today, meaning it is difficult to get people to switch from competing brands and suppliers. Market research can provide vital insights on how to break the loyalty to competitors, and the biggest triggers to drive brand switching.

### 2. INNOVATION

More than 54 percent of marketers say this is one of their biggest issues. For many brands, at least 30 percent of their products have been developed

within the past five years. This puts significant pressure on businesses to constantly innovate to outperform competitors.

### 3. RETAINING CUSTOMERS

Just one negative customer experience could cost you a customer. That means marketers must aggressively remind the market why their product is the best choice. Nearly 50 percent of brands believe retaining customers is one of the biggest challenges in today’s highly competitive marketplace.

### 4. IMPROVING INTERNAL PROCESSES

Businesses recognize that challenges are not only external. The top three trending topics expected to influence marketing strategies and practices over the next five years are digital transformation (91 percent), Big Data (85 percent) and the Internet of Things (70 percent). Keeping up with the latest technologies remains critical.

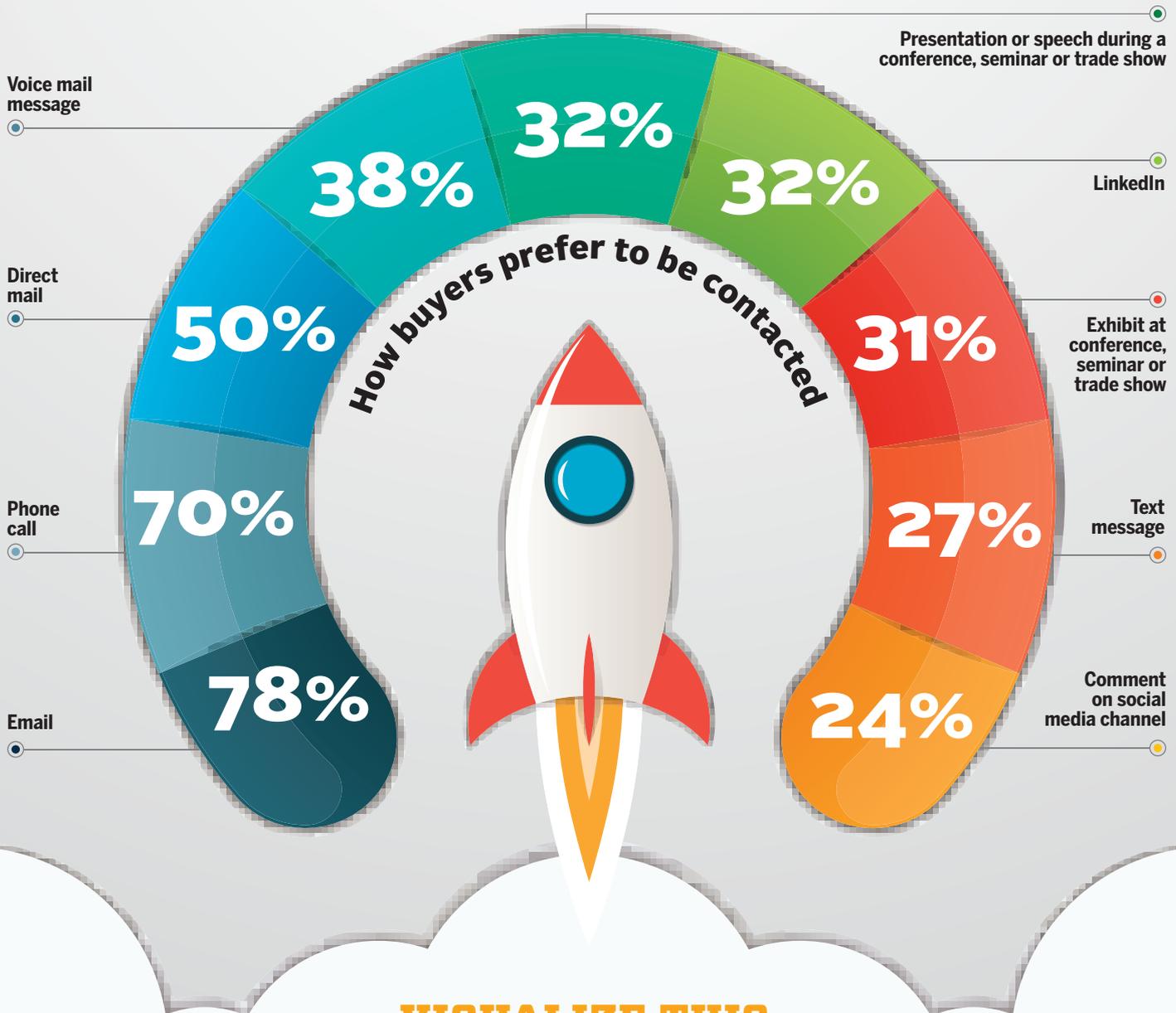
### 5. COUNTERING THE COMPETITION

Keeping up with the competition impacts 49 percent of marketers today, with 38 percent saying they have a marketing strategy in place that focuses on competitor analysis. In addition, 41 percent believe competitor research would be among the most useful types of research studies to invest in within the next two years.

**WHEN BUYERS LIKE TO HEAR FROM YOU DURING THE SALES PROCESS**

# LET 'EM HEAR YA

Early on or later? Email or direct mail? A phone call or text? When and how you connect with your customers during the sales process is critical. According to the RAIN Group's "5 Sales Prospecting Myths Debunked" survey, 71 percent of B2B buyers like to hear from vendors early in the buying process. The report, which queried 488 global B2B buyers and 489 B2B sellers, showed that 62 percent are interested in hearing from vendors when they are actively looking for solutions.



## VISUALIZE THIS

Study shows how colors enhance the learning the experience

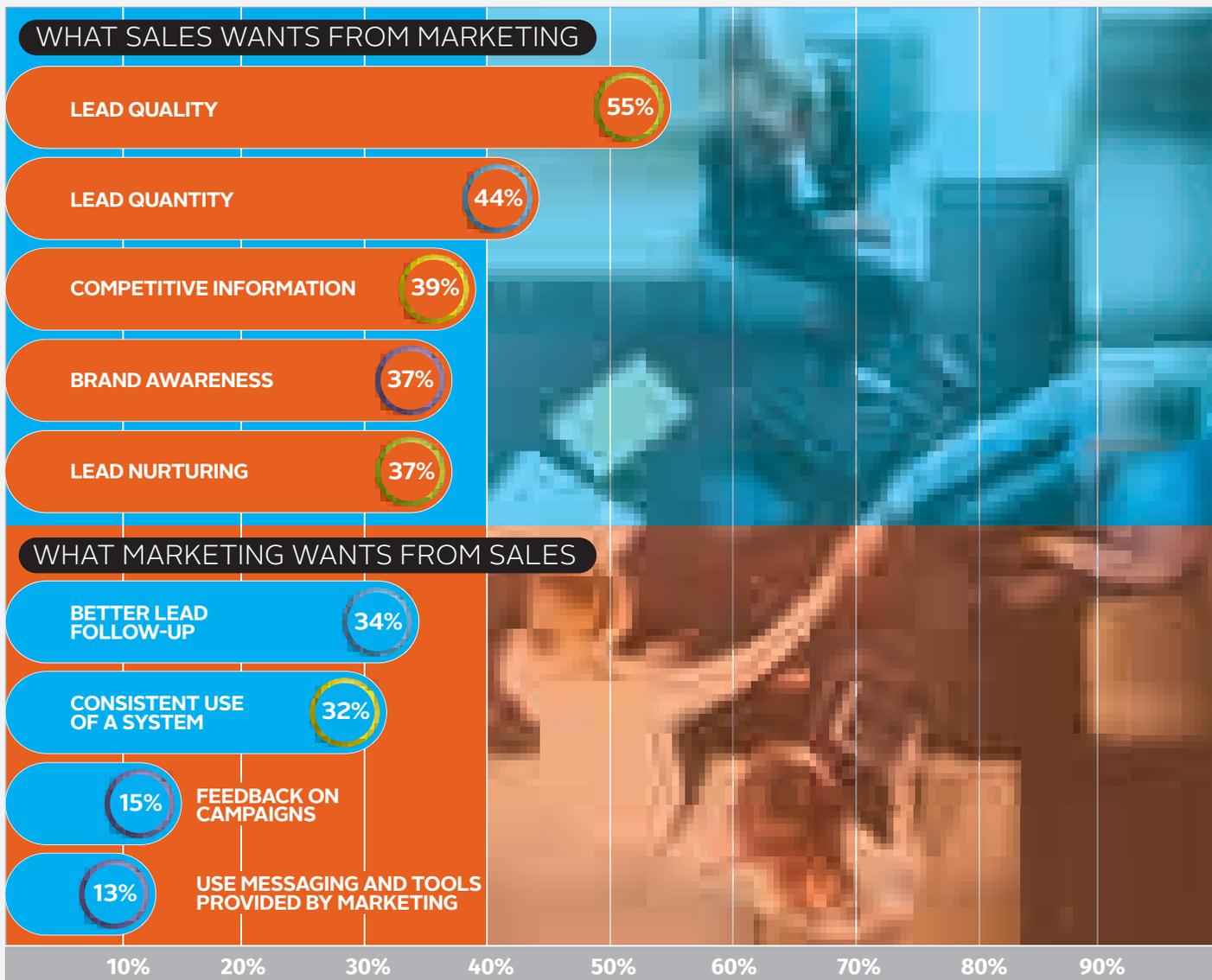
Famed educator Edgar Dale once said that people remember 20 percent of what they read but 80 percent of what they see. That means that, in today's highly connected world of content marketing, one way to reach more consumers is to complement your written content with visual content. According to iScribblers, color differences between the content and the background enhance our ability to focus our attention on the content itself. Here's how color can help increase the effectiveness of your message:

- COLOR:**
- INCREASES RECALL BY 82%**
- INCREASES BRAND RECOGNITION BY 80%**
- INCREASES COMPREHENSION BY 73%**
- IMPROVES READERSHIP BY 40%**

# IN SYNC

## WHAT SALES WANTS FROM MARKETING AND VICE-VERSA

If you can't communicate, you can't succeed – period. Don't tell that to today's sales and marketing professionals. They know the drill. According to InsideView's "Top 3 Reasons Sales and Marketing Alignment is Off!" report, 49 percent of sales and marketing professionals agree that communication is a critical issue on the road to success. Still, the breakdown is causing them to miss out on conversations on how to convert and close leads, among other things. Here's what both groups say they want from each other. See where your team's needs fit in:





### **What is the biggest difference between Gen Z and Millennials when it comes to breaking into the workforce?**

Millennials attended college with a sense of self-discovery. They found what they were looking for on their journey. That course worked brilliantly for them. But with my generation, we are not going to college to discover ourselves. We are going to pursue a pre-chosen career. We already know what we want to do. We have very realistic goals.

We grew up post 9/11 and lived through the 2009 recession. We saw how it absolutely buried our parents. The average net worth of our parents fell by 45 percent, so we're not willing to go dance around college to get a degree that might not have much value. It's not so much about being financially responsible as it is knowing what we want and need. That's why you are seeing a rise in trade school and community college attendance. Students think: "If I can get out of school in two years and start making money, that might be the right choice for me."

### **And then you can go back and pursue what you want?**

Yes. Then I will have a better understanding of what I want to do five years down the road. It's hard for us to see a four-year college as the best option if we don't know what we want to do. You're talking to a generation where 67 percent say the top concern is being able to afford college.

### **What is the best way for brands to market to Gen Z?**

It's not about self-discovery. We have to be influenced in a different way. Our peers, our parents and our teachers are telling us that we should know what we want to do before we go to college. But my generation is not bagging groceries at a grocery store or working at a local convenience store. We are out there gaining professional experience as early as possible. We know that 55 percent of teens feel pressured by

## **TRENDING WITH... Jonah Stillman**

GEN Z EXPERT DISHES ON WHAT IT TAKES TO REACH TODAY'S NEWEST DIFFERENCE MAKERS



At 17, Jonah Stillman is already a veteran of the national lecture circuit. Take a quick peek at his portfolio and you'll see that he has already shared his remarkably candid insights with a variety of companies across many industries, as well as contributed stories to the likes of MSNBC, CBS and Fast Company. And, if that's not enough, Jonah is a nationally ranked alpine snowboarder who has served as an ambassador for the international nonprofit WE, traveling to Kenya and Ecuador to build schools.

Working alongside his father, David Stillman, who has spent the last 20 years as a generational expert for varied organizations (from the IRS to MTV), Jonah has quickly become the voice of his generation. In fact, the father and son team recently conducted one of the first national surveys about Gen Z's attitudes toward the workplace – an eye-opening study that continues to gain national exposure.

We caught up with Stillman to get his insights on why connecting with Gen Zers is a whole different experience for today's marketers.

“YOU'RE TALKING TO A GENERATION THAT HAS GROWN UP ONLY WITH TECHNOLOGY.”

talking to a generation that has grown up only with technology. We've only known a world of smartphones and computers.

### **What channels are the ones that you concentrate on the most?**

You hear people say that we like using Instagram, Twitter, Snapchat and Facebook. But I would say that every channel is important because we switch from platform to platform. That being said, your message should be different across all platforms. Don't just send out a standard ad across all platforms. To engage, you must customize your message.

And having the importance to show you care is huge. Gen Z truly values in-person communications. Our research shows that 84 percent of Gen Zers prefer face-to-face communication. That comes down to authenticity and efficiency.

There is a lot of value in the importance of hyper-customization. You're talking to a generation that has been able to customize every aspect of its life, whether that be through a shopping experience on Amazon or the identities we create on Nike Id. We've been fed the idea that everything is customizable.

their parents to gain that early professional experience before they go to college.

From a marketing standpoint, give us a realistic message. The ability to reach us is there. It's in the message – one that doesn't involve those "come find yourself" lines of reasoning. Tell us exactly what we're going to be getting.

### **So, it's hard to pull anything over on Gen Zers?**

Yes. We've been trained to sniff out advertisements and promoted posts because we know that if it says it's hashtag-sponsored or promoted or boosted, we know it was never really intended to be addressed to anybody in particular. Your message has to be authentic. It cannot be BS. Just tell us exactly what you want to tell us. You're



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