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EMPOWERING  
MARKETING  
SERVICE  
PROVIDERS

JUNE 2015

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Defining today's content marketer

Mastering the art of evolution

What's on your customers' minds

# UNDER PRESSURE

Are short term demands  
killing creativity?







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Everything**  
with the  
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JUNE

VOLUME 9 • ISSUE 6 • PRINT EDITION • JUNE 2015

# UNDER PRESSURE

Are short term demands  
killing creativity?

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A close-up photograph of a person's hands covering their eyes, suggesting stress, pressure, or a desire to avoid something. The person has dark, curly hair. The background is a solid dark grey.



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## A BROKEN RECORD

In the June 2015 issue of *Men's Journal*, comedian Nick Offerman was asked about the role of vanity in his life. He stated, "I have always found that the less I look in the mirror, the happier I am." Certainly, Offerman's self deprecation is greatly appreciated, but it does remind us that removing the focus from ourselves is always endearing.

It is widely believed that the general population has become laser focused on material results, short-term gratification and self promotion. And I think it is getting downright boring. At what point do we realize that focusing on our own selfish wants and desires does nothing to enrich others? It becomes a lonely existence when your singular accomplishments mean nothing to anyone else.

Recently, I attended a party with a buddy of mine. A gentleman, who is very well off, came up to us and was yammering away about himself. I asked him a couple of questions about his kids and he was more than happy to wax on. However, when I brought something up that was happening in my life, he quickly switched it back to himself, and then exited the conversation. He added a cherry on top by calling my friend by the wrong name. Needless to say, he's not on either of our holiday lists.

The world is full of people who only care about themselves. They have no real interest in your life and the things that are

**The people who care for others and serve a greater purpose usually are very positive and surrounded by friends.**

important to you. They place their interests ahead of all others, and many of them are either bored or depressed. In turn, the people who care for others and serve a greater purpose usually are very positive and surrounded by friends. And while I may sound like a broken record regarding the idea of selflessness, I am happy to keep playing the song.

If you want security for yourself and your family, serve others. If you want money, provide value for free. If you want to be well known, do things under the radar. Whatever your selfish desires may be, know that to attain them you must let go of them.

This issue is chock-full of great stuff. In particular, our cover feature, "Under Pressure," takes a look at whether or not teamwork and creativity thrive under pressure. Rarely do fully-formed ideas hatch over night, and in today's competitive business climate, there are striking examples of how unstructured time inspires the development of new ideas. But this feature asks, "Does that really work? Can you inspire your team to be creative under pressure?" and "Is that management style sustainable?"

Our second feature "Mind Games," discusses the hottest issues for your customers' community. In other words, if you're wondering what is on the mind of your clients and what their customers are demanding from them, this article is for you.

Enjoy the issue and remember that the road less traveled is paved with good intentions.

Warmest regards,

**Mark Potter**, Publisher

 @MarkRicePotter

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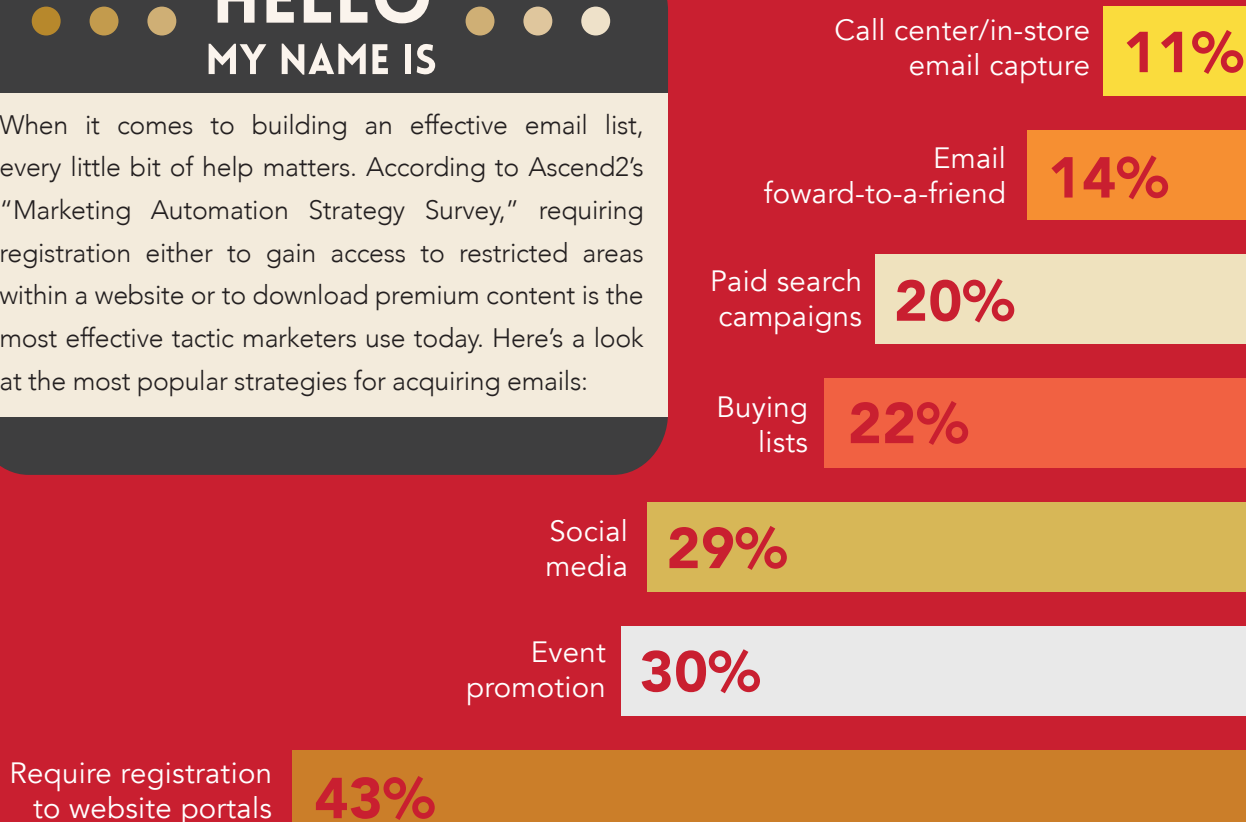


# STATE YOUR NAME

Study shares most effective ways to grow your email list

## HELLO MY NAME IS

When it comes to building an effective email list, every little bit of help matters. According to Ascend2's "Marketing Automation Strategy Survey," requiring registration either to gain access to restricted areas within a website or to download premium content is the most effective tactic marketers use today. Here's a look at the most popular strategies for acquiring emails:



## Videos at the ready



Greater control. Better content selection. Fewer ads. These factors are driving today's consumers to stream more video services than watch traditional TV. One-third of adult Americans own a streaming video device hooked up to a television set or a smart TV, and 38 percent spend half or more of their viewing time streaming video, according to Interactive Advertising Bureau's "The Changing TV Experience: Attitudes and Usage Across Multiple Screens" survey. On an even more interesting note, 40 percent say they considered commercials on these platforms to be less intrusive than standard TV ads, the survey found.



Right now there are a lot of unconnected technologies

– everything from data management to predictive analytics. The next big leap is for us to connect all the relevant technologies in the interest of the customer experience and the customer journey.”

– Tom Stein, CEO of B2B agency Stein IAS Americas, on the need to create a connected cloud of technology designed to gain a deeper understanding of customers

# 780

The number, in billions, that is projected for B2B e-commerce sales in 2015, according to Forrester Research's "US B2B eCommerce Forecast: 2015 to 2020" report. The study also projects that e-commerce sales will reach \$1.132 trillion by 2020. As a result of the report, Forrester Research is encouraging companies to get to work now on a digital strategy for dealing with customers.

## SNAPSHOT ON MARKETING'S FUTURE

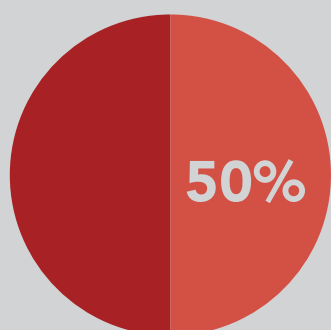
### Study dissects key marketing challenges, strategies

What does the road ahead hold for today's marketing professionals? According to a recent marketing study by B2B International, branding tops the list. The report shows that 58 percent of marketers have a B2B brand program in place for measuring the strength of their brands. Interestingly, even with this program in place, they are not confident

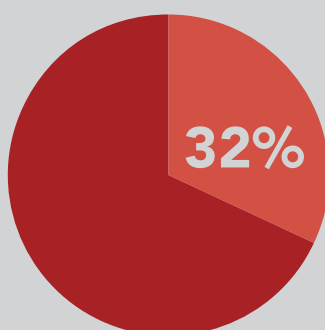
in the strength of their unique selling point (USP). The study also found that segmentation is a relative weakness, with only 42 percent of businesses using a sophisticated segmentation that goes beyond simple demographics and firmographics for segmenting their customers.

## IS DATA REALLY KING?

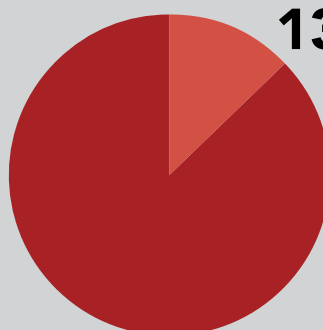
What's at the heart of your strategic decision making process? The answer may surprise you. Despite the overwhelming sentiment that data is king, the majority of businesses still seem to be relying on traditional methods of decision making. According to a study by B2B Marketing and Marketscan, 71 percent of marketers are not getting the most out of their databases. Here's a look at what marketers are saying:



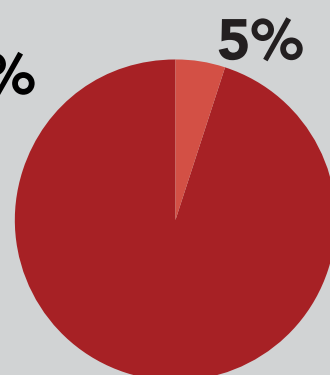
Data is used sometimes



Data is at the heart of everything they do



They rely more on experience than data



They don't use data at all



## Practicing (and mastering) the art of evolution

**M**any of us reach points in our careers where we become comfortable. That's not inherently a bad thing. Enjoying your work is as satisfying as dipping Oreos in ice-cold milk. But it's dangerous to be overly comfortable in the sense that you don't pay attention to fresh opportunities or contentment turns into staleness and a lack of desire to try new things.

Why? I'd say it's because our world seems to be speeding up and changing at an ever-increasing rate.

Consider social networking, cell phones and the way we consume information. Overnight, technology has changed the way we do so much, including reading, connecting, conducting business, overthrowing dictators, and so on. Being aware of what is going on in the world is crucial to being a viable employer or employee in today's world.

Many people have created jobs or businesses around social networking. They have become an invaluable resource to their companies and clients. Others have stayed in touch with world events to the point where their bosses now consult them on international trade or perceived trends. Their personal interest in these topics has helped them develop a workplace advantage. Allowing these factors to change your work description or your career path can be both scary and exciting.

Evolving can be subtle or dramatic, but it must be intentional. We are responsible for creating an atmosphere and the discipline for evolutionary opportunities to happen. This can take endless forms and can be somewhat dictated by the stage of life you are in.

**The key is to understand what inspires you and encourages you to evolve, and then plan time to make sure you're being nourished in those areas.**

For many of us, new software and technologies that affect our jobs are coming out every few months. To stay relevant, attend free seminars, talk to your peers and attend industry conferences. If using these technologies is not part of your day-to-day life, supplement your experience by listening to podcasts, do personal projects and read blogs to make sure you understand the concepts at least minimally.

If technology is something that comes easy to you or isn't a concern, focus more on other aspects of your job. Allow yourself to be inspired by people, read books, watch movies and listen to music. Make sure it happens.

There are several ways to do this. Schedule time to read, even if it's during the workday. Lunch is a great time. Attend a few conferences a year to network, meet with others or speak to groups. Encourage fellow employees to share their music. Organize mini film festivals through Netflix or take in double- or triple-headers at the theater.

The key is to understand what inspires you and encourages you to evolve, and then plan time to become nourished in those areas. Remember, a healthy diet of inspiration and new things is crucial to your career development and your soul.

Start by thinking about which areas of your job are the most valuable to stay on top of. Is it technical skills? World events? Personal inspiration? Social skills?

The answer may be all of these on some level, but don't let that intimidate you.

Ask yourself what you must do physically to continue to evolve. Maybe it's developing a Twitter following, speaking at a conference or becoming a blogger. There has never been an easier time to develop a voice professionally.

The best mindset is to think of yourself as a lifelong student. This will encourage you to crave new things. Someone very close to me had a career in warehousing. In the area where we lived, many major corporations had warehouses. Because the area was considered a shipping hub, theoretically he was in a great profession. He began to notice a growing trend to hire more migrant workers, and he started resenting some of the communication barriers.

I encouraged him to learn a second language. My advice: "Embrace the future; make yourself more valuable by being able to communicate with the majority of your workers so you can do your job, but also so you'll become more valuable in the marketplace." Sadly, he resisted, and the industry passed him by.

People experience many different scenarios, but the formula often is the same: Instead of being open to evolving or exploring a new change, individuals resist it and stay in a cocoon. The next thing you know they're obsolete.

This doesn't have to happen to you. You're never too old or too experienced to learn new things, so kick the old habits and try new things as much as you can. ■



Justin Ahrens is founder and principal of Rule29, an award winning suburban Chicago-based strategic creative firm. He is a frequent guest blogger, national

speaker and author of "Life Kerning: Creative Ways to Fine Tune Your Perspective on Career and Life" (Wiley). Follow him and Rule29 on Twitter – @justinahrens and @rule29.

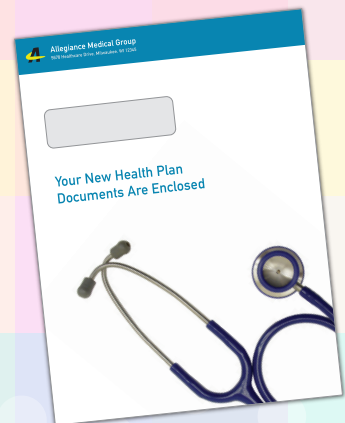
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# Marketing technology: The great enabler

I love great technology. I love how I can talk to my smartphone and have it talk back. I love the fact that my entire business is contained on a 12-inch tablet computer and backed up in the cloud. I love how my 11 year old created a music video, complete with really cool special effects, all by herself using nothing more than a free phone app.

I also love how technology and marketing continue to fuse, generating powerful new ways to create, connect, sell and service. I even love that marketing tech has become an industry in and of itself. In fact, according to International Data Corp. (IDC), marketing tech was a \$20 billion industry last year.

But here is what I don't love. I don't love the all too common misconception that technology can easily replace the human element and, that by doing so your marketing actually will get better.

Install some software; click a button or two, and presto, a new and improved brand with better marketing performance. It just doesn't happen that way.

Now, there is no question that marketing technology can greatly improve quality, efficiency and effectiveness. I've implemented a variety of marketing applications and have seen great results come of it. I've even helped others do the same. But I've never seen it happen without solid planning, intelligent thinking and a lot of elbow grease.

To make marketing automation **effective**, you still need smart, experienced people who understand **your business and your target audience**.

Take for example, marketing automation. This technology streamlines and automates marketing tasks and workflows, driving increased efficiency and accuracy. Tasks like generating emails and web landing pages, posting digital content and collecting response data is made easier.

But here's the thing. The tasks don't get easier and the results don't get better unless you apply the human element. That means people.

To make marketing automation effective, you still need smart, experienced people who understand your business and your target audience. And these people will still labor over most of the same things they always have in order to create great marketing. Things like accurate audience segmentation, well-defined business rules for engagement, compelling content, appealing offers and great creative. These are the human generated components that feed the marketing automation beast.

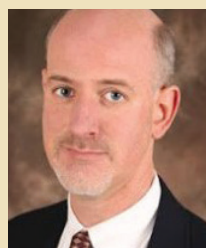
Data analytics is much the same. There are a lot of applications that do a fabulous job to crunch data, visualize it, interpret it and help you more easily identify trends and behaviors. But to realize the full value of analytics, you must develop insight and you don't get insight without injecting the human element. Again, it's smart, creative people who have to use the insight to inspire a new solution, develop a new strategy and define new tactics.

The fact is, people make great marketing happen. Technology enables it.

As marketing technology continues to grow and the allure of easy implementation and quick results continues to come with it, it will be harder than ever to keep perspective. Marketers must stay vigilant.

As for making the investment in whatever marketing technology best suits your business, I'm a huge supporter. Do it. Just make sure to surround your investment with the right human element. Empower them to think creatively and act decisively, but power them with great technology.

If you do this in the right combination, you just might cash in on the promise of better, faster, more efficient marketing that delivers increased revenue and improved ROI. ■



Jeff Sierra is a leading marketing strategist and technologist. He is the president and CMO of Mind Fuel, a provider of marketing strategy and business

planning solutions. For more information, visit [www.mindfuel1.com](http://www.mindfuel1.com). Follow Mind Fuel on Twitter @MindFuel18.

# WHO ARE YOU?

## Defining today's content marketer

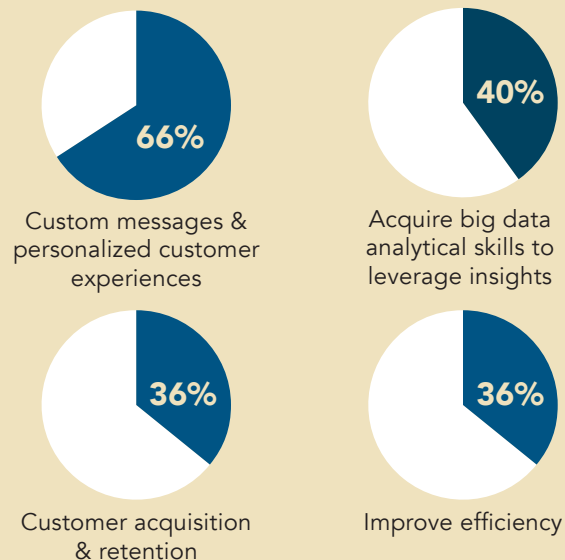
Email writer. Blogger. Social media maverick. Storyteller. It's all about content today, which means the quintessential marketer must be able to generate content faster than ever before. To help build a profile of today's content marketer, Uberflip helped shed some light on the skill set of the ultimate curator. See how many qualities your content marketer has:

- ☐ A scientist's analytical mind
- ☐ A coach's leadership
- ☐ A copywriter's left hand
- ☐ A journalist's investigative skills
- ☐ A developer's right hand
- ☐ A marathon runner's legs
- ☐ A graphic designer's eye
- ☐ Your customer's shoes
- ☐ An artist's creative intuition
- ☐ An inventor's inspiration
- ☐ An SEO expert's nose
- ☐ A community manager's ears

# Let's get personal

## Demand for personalization changing marketing game

Today's consumers are beginning to expect personalization from marketing, which makes data-driven initiatives more vital. According to Teradata's "2015 Global Data-Driven Marketing Survey," 77 percent of marketers are confident in the data-driven approach, with 74 percent planning to increase their budgets accordingly. Here's a look at their top data marketing priorities:



# BOOK REC



# Daily Rituals: How artists work

By Mason Currey

Thomas Wolfe wrote standing up in the kitchen. The top of the refrigerator was the top of his desk. Igor Stravinsky stood on his head to "clear his brain." Ira Gershwin composed at the piano in his pajamas, bathrobe and slippers.

If you've ever wondered what was the best way to be creative, this is the book for you. In *Daily Rituals: How Artists Work*, Mason Currey details the inspirations and downright quirks practiced by some of the world's most creative geniuses – Karl Marx, Woody Allen, William Faulkner, Pablo Picasso – 161 in all.

Currey brilliantly details how each of them managed to get the job done, despite the many obstacles, some self-imposed, in their paths. From waking early or staying up late; self-medicating with doughnuts or bathing, or drinking vast quantities of coffee, nothing is out of bounds.

*Daily Rituals* just may be the irresistibly addictive book you need to start knocking those items off your to-do list.



## Awards & Recognition

### RR DONNELLEY

**R. R. Donnelley & Sons Co.** has earned recognition as a partner-level supplier in the "2014 John Deere Achieving Excellence" program, the company's highest supplier rating. RR Donnelley, which provides prepress services, magazines and catalogs to John Deere operations in the United States, Australia and EMEA, was cited in recognition of its dedication to providing communication products and services of outstanding quality as well as its commitment to continuous improvement. Suppliers participating in the program are evaluated annually in several key performance categories, including quality, cost management, delivery, technical support and wavelength, which is a measure of responsiveness.



**Canon U.S.A.** has been named the U.S. continuous feed market share leader with a 36 percent share, according **International Data Corporation's** "U.S. Production Environment 2014 Vendor Shares" report. **Canon Solutions America**, Canon's sole provider of continuous feed products, played an instrumental part in the honor through a variety of customer outreach programs, go-to-market strategy enhancements and the development of comprehensive industry resources. Part of the gain can be attributed to Canon's reputation for technology innovation, including Océ DigiDot inkjet technology, Océ Ink Control and the Océ ColorStream Twin Series inkjet printer. On the horizon are innovations like the Océ ImageStream 3500 and Océ VarioPrint i300 inkjet printer, the first high-speed, sheetfed inkjet press in Canon's portfolio. Canon Solutions America is a wholly owned subsidiary of Canon.



**mohawk**

**Mohawk** has been listed on the U.S. Environmental Protection Agency's "National Top 100 List" of green power users for the 10th year in a row. Ranking 75th in the nation for green power use, Mohawk was recognized for using wind power to meet 100 percent of its electricity use. The list represents the largest green power users within the Green Power Partnership – a voluntary program that encourages organizations to use green power as a way to reduce the environmental impacts associated with conventional electricity use. Other companies on the list include Microsoft, Recreational Equipment Inc. (REI), Interface, the National Hockey League (NHL), Starbucks, Herman Miller and Apple. In addition, Mohawk has qualified for the U.S. EPA SmartWay Partnership, a program designed to reduce transportation-related emissions by creating incentives to improve supply chain efficiency.

## Around the industry



Thanks to a new agreement, **Quad/Graphics** will continue to be the primary printer for Hearst Magazines through 2020. Under the agreement, valued at more than \$500 million, Quad will produce 20 of Hearst's 21 U.S. magazine titles, including *Cosmopolitan*, *ELLE*, *Esquire*, *Good Housekeeping*, *O*, *The Oprah Magazine*, *Popular Mechanics* and *Car and Driver*. It also will print inserts and custom print products. Quad/Graphics' relationship started in 2011.

As CANVAS went to print, **SGIA** is the first printing trade association to join the SmartWay Affiliate Program.



Launched in 2004, SmartWay is an Environmental Protection Agency (EPA) program that aims to reduce transportation-related emissions that affect climate change, reduce environmental risk for companies and increase global energy security. Under the program, SGIA will encourage its members, printers and suppliers to become SmartWay Shippers, which includes helping improve environmental performance while enjoying benefits such as improving energy and environmental efficiency of freight operations and meeting customer/shareholder demands in corporate sustainability.



**Pitney Bowes** has renewed its global strategic alliance with **HP**. The collaboration, in place since 2009, helps remove management complexity for businesses having to juggle multiple providers, and enables clients to offer precise, accurate and personalized communication to their own audiences.



# Harvest More with Hybrid Printing

When we asked narrow web flexo printers to describe the perfect short run digital label press solution, they didn't mince words. Don't change the way we print and convert labels, they said. The design needs to be inline and modular; seamlessly connect with flexo and finishing stations; all without any compromise in productivity or image quality.

Graphium UV Digital Hybrid Inkjet press from FFEI and Fujifilm enables you to profitably dominate the growing demand for short and medium label runs by incorporating flexo and digital print processes in line with specific finishing options like cutting, sheeting, varnishing, lamination, foiling and embossing. Graphium is fully variable data compatible and also has printing support for coated and uncoated substrates, allowing you to print on the substrates you're using today.

To order a print sample or see how hybrid printing can impact your business, visit [fujifilminkjet.com](http://fujifilminkjet.com) today.



# GRAPHIUM

*The **Graphium UV Digital Hybrid Inkjet Press** increases your label printing versatility by delivering up to any number of pre or post flexo colors. Graphium boasts a visual image quality of over 1080dpi at speeds up to 160 feet per minute. Available in 13" and 16" width versions, Graphium is designed to print on most common label stock including coated, uncoated, high-gloss, cast-coated, PVC, PE, PET, PP, BOPP and metalized material.*

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## Mergers & Acquisitions

**DOME (Meriliz Inc.)** has entered into a formal agreement with **Color Solutions LLC** to acquire certain assets and to transition its staff into DOME's operations. As part of the acquisition, Don Valenzuela, owner and founder of Color Solutions, will join DOME as VP of sales for the Large Format Graphic Display Division. DOME serves a broad national client base across many markets, including health care, financial, education and retail stores. DOME's ability to blend technology products with core capabilities has allowed rapid growth in these strong markets. Color Solutions LLC, currently serves the Northern California retail, wholesale and tradeshow graphic display market, including consulting, printing and distribution of high-end graphic displays.

## Personnel Moves

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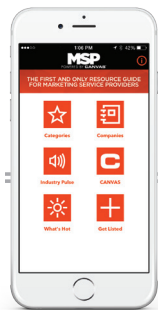
**Proforma** has added NBA Hall of Fame member Bob Lanier as the newest distributor to its Member Network. Lanier, who owns **Bob Lanier Enterprises**, retired from professional basketball in 1984 to launch his premium promotional and marketing services business. Lanier Enterprises specializes in developing and managing premium promotional programs and comprehensive marketing campaigns. With Proforma, Lanier plans to further expand the company's ecommerce, digital marketing and commercial print offerings. Lanier Enterprises has a second location in Detroit.

Global diversified packaging company **Sonoco** has named Barry L. Saunders as its senior VP and CFO. Saunders will be responsible for the company's global finance, treasury, audit, and tax and accounting functions. He also will serve as chief accounting officer. As a member of Sonoco's executive committee, Saunders will report to Jack Sanders, president and CEO.

# WHAT'S GOING ON? LET US KNOW!

# GET YOUR NEWS HERE.

People news. New products. Trends shaping the way our industry does business. If you have a news item, CANVAS wants to hear about it. All you have to do is email us the information and a photograph, and we'll do the rest. Send your information to [michael@thecanvasmag.com](mailto:michael@thecanvasmag.com).



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**MSP PRODUCT  
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## EDUCATIONAL MATERIALS

# A whole new look

Mohawk offers newly designed  
Options + Navajo swatchbook



The new Options + Navajo swatchbook is here. While the Mohawk Options + Navajo line has not changed, the new swatchbook is designed to give paper specifiers a fresh look at the grade.

The third in a series of nine, the newly designed swatchbook showcases six premium white shades and three distinct finishes, including three 100 percent PCW choices. The entire Mohawk Options + Navajo line is FSC certified and manufactured with windpower. The line was developed to make the paper specification process clearer, easier and more inspirational for designers, printers, stationers and paper enthusiasts.

Options + Navajo showcases Mohawk's exclusive Inxwell surface technology, which combines the tactile feel of uncoated paper with the advantages of superior ink holdout, lower dot gain and significantly increased opacity. Ink sits on top of Inxwell papers resulting in better color, greater detail and outstanding photographic reproduction in all popular printing processes.

This new swatchbook begins with a Quick Spec section, which provides a quick, organized overview of colors, finishes and weights available within the paper grade. Next is a Browse section, which enables users to dive deeper into the specification process to identify finish, shade and weight. Each waterfall within Browse contains information about available colors and weights, including one sample of every shade available within each finish. A Details section contains in-depth paper information and specific printing resources.

The Options + Navajo swatchbook was designed by Hybrid Design of San Francisco and produced by McCarty Printing, Erie, Pa.

**>> To order a copy of the swatchbook,  
visit [Mohawkconnects.com](http://Mohawkconnects.com)**

## EDUCATIONAL MATERIALS

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If you're looking to enhance your digital printing experience, Neenah Paper has you covered. The EXPLORE 2, the second tool in its EXPLORE series, continues Neenah's mission to make it easier for designers and printers to be more creative, productive and efficient with digital printing.

According to research by Smithers Pira, the digital print market is estimated to reach \$15.3 billion worldwide by 2018 and \$3.38 billion in the U.S. market alone. Many drivers are cited for this growth, including the decline of the average print run and the opportunity for versioning and personalization — areas where digital print excels.

Enter the EXPLORE 2, which is designed to provide simple solutions for short-run printing. Similar to the EXPLORE 1, the dielines used to create the samples in this piece are available for free download.

From a creative brochure using three different papers cut, to three different sizes to promote a local art space, to a unique triangle box used to create community interest by housing a small surprise, EXPLORE 2 showcases seven different printed pieces of inspiration that are practical, quick, strategic, tangible and printed digitally.

Valued at \$9.99, the tool is free through your local Neenah sales rep.

**>> For information,  
visit [www.neenahpaper.com](http://www.neenahpaper.com).**



# UNDER PRESSURE

Are short term demands  
killing creativity?

By Mark Wallace Maguire

**“Hey Bob, can we schedule some time for creativity this week?”**

**That is not a phrase you’d typically hear echoing down the hallways of most mainstream businesses 20 years ago, but the concept of dedicating specified time for employees to engage in unpressured periods to create and develop new ideas is blossoming. And it’s not just in Silicon Valley-type businesses, but also in more traditional companies.**



## **“Creativity is intelligence having fun.” – Albert Einstein**

Sound a little out there?

Maybe at first, but once you start reading you’ll find out it makes a lot of sense. And if you’re successful at the concept, it will make a lot of “cents,” too. Here’s what you need to know.

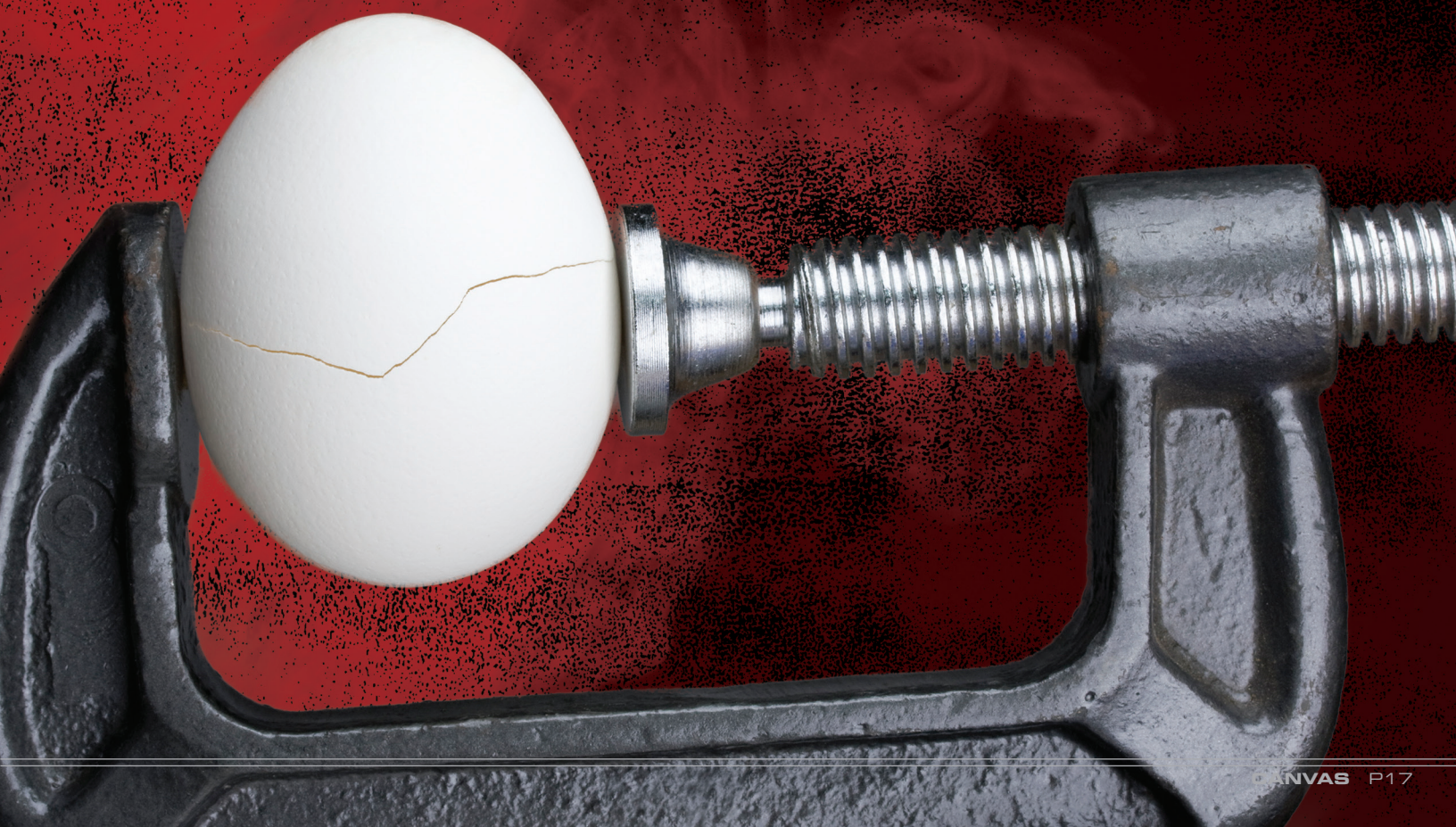
### **Not so new after all**

The concept of carving out time in your employees’ schedule to be creative might sound like it was born out of hipsterville, but it’s an idea that has been in successful practice for more than 50 years. Keith Sawyer, a professor of education at the University of North Carolina in Chapel Hill and a best-selling author, cites multi-national conglomerate 3M as a success story in the practice. The company began instituting creative time for their employees in the 1950’s.

Has it worked?

The question answers itself. 3M has grown exponentially over the last 60 years. In 1951, its sales were around \$20 million. Today, its revenue hovers around \$30 billion. That’s \$30 billion in sales. Even adjusted for inflation, that’s a significant jump. The company also employs 88,000 people worldwide and produces more than 55,000 products, most of which are on the shelf in your office.

**The average time  
to dedicate to creativity  
in the workplace is 10  
percent of your  
employees’ workweek.  
This gives them relative  
free, unstructured time  
to be creative.**





3M is not the only company with major success implementing creative time. Google and Facebook are two other household names that carve out unstructured time for their employees to create. This creative time not only provides employees with a chance to invent new ideas, but also to revisit old ideas, bounce ideas off of each other, and let ideas incubate before revisiting.

David Burkus says the creative process is one of those stages. Burkus, author of "The Myths of Creativity: The Truth About How Innovative Companies Generate Great Ideas" and a regular contributor for publications like *Harvard Business Review*, has preached this approach on his podcasts about leadership, innovation, and strategy, during his in-demand conferences for Fortune 500 companies at events such as SXSW and TEDx.

"You need time where you're researching, time where you're generating lots of ideas, time where you're testing ideas and time where you're just plain cranking out all of the results of the previous stages," Burkus says.

That is part of the reason it is critical for creative time to be recurring and as a one-time event. It takes time to see ideas come to fruition. "Incubation is time where you've done your research, but you switch your mind to other tasks and, somewhere in your subconscious, things meld and come together," Burkus says. "Interestingly, we don't know for sure what happens during incubation, but we know that people have more and better ideas when they have enough time to allow for incubation."

### First with 10

So, how much time is enough for this practice? Ten minutes a day? Two hours a week? One day a month? The average time to dedicate to creativity in the workplace is 10 percent of your employees' workweek. This gives them relative free, unstructured time to be creative. During this time, you can brainstorm, develop new ideas or revisit other concepts simmering in the think tank.

The point is to come back with something new. "With a lot of companies, 10 percent of that week is your own creative time as long as you're focused on coming up with some new creative ideas," says Sawyer, whose resume includes stints at Atari as a video game designer, management consultant, and author of 14 books and more than 80 scientific articles.

But some companies don't stop at 10 percent. Sawyer says companies like Google dedicate 20 percent of their employees' week to creative time.

And there are many avenues to engage in this practice beyond the realm of individual time for creativity or small group meetings. Take what Burkus refers to as a "hackathon." "These are short bursts (one or two days) where everyone in a company spends time experimenting on something outside of the normal work day. The name comes from the tech companies that do it, such as Facebook, Twitter, etc."

Burkus, who also is an assistant professor of management at Oral Roberts University, encourages the practice approach because of the team effort involved. "Personally, I favor hackathons because it's a whole lot easier

**"You've got to have a sense of openness and playfulness with that culture as opposed to keeping your head down and making sure you don't make mistakes."**

**– Keith Sawyer, professor of education at the University of North Carolina in Chapel Hill and best-selling author**







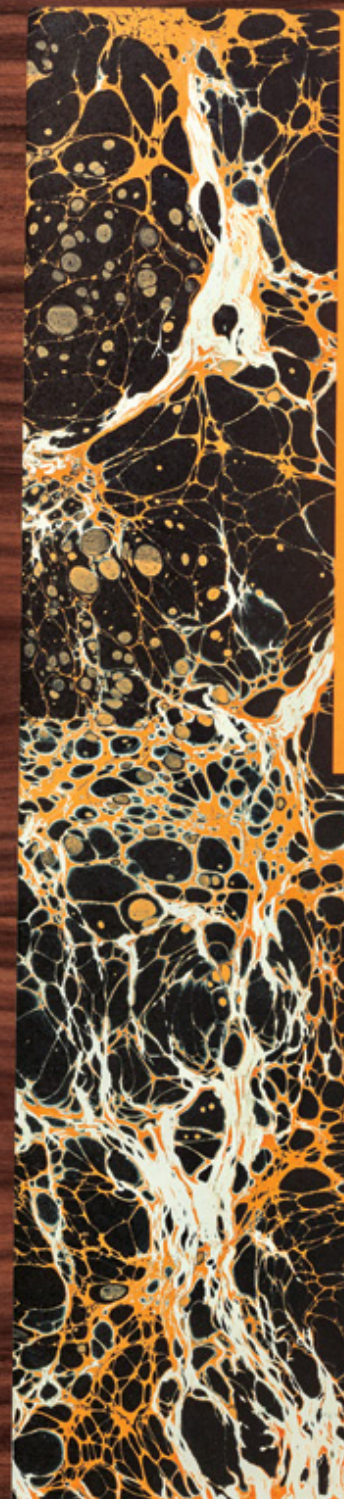
Color	
Brilliant White Navajo Smooth, 80C	1
Crystal White Smooth, 80C	2
True White 96 Smooth, 80C	3
100% PC White Smooth, 80C	4
100% PC Cool White Smooth, 80C	5
100% PC Cream White Smooth, 80C	6
Finish	
Navajo Smooth Brilliant White, 80C	
Smooth Crystal White, 80C	
Vellum Crystal White, 80C	

100T Smooth, Crystal White
60C Navajo Smooth, Brilliant White
65C Smooth, Crystal White
80C Smooth, Crystal White
90C Navajo Smooth, Brilliant White
1000TC Smooth, Crystal White
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to take that time when everyone is doing it, rather than having to push back against people who want you in meetings or at your desk when it's actually supposed to be your 15 percent time."

**"You need time where you're researching, time where you're generating lots of ideas, time where you're testing ideas and time where you're just plain cranking out all of the results of the previous stages."**

**– David Burkus, author of "The Myths of Creativity: The Truth About How Innovative Companies Generate Great Ideas"**

### **From the sky down**

Where should it all start? Try from the top – i.e., put it into the corporate culture. Leadership should not only mandate that unstructured creative time, but also encourage and foster it.

Regardless of your industry sector, you must have a culture that encourages creativity even if that sometimes involves shortcomings. Mistakes must be accepted in the creative culture. Risks must be encouraged. A sense of liveliness – dare we say fun? – should be at the forefront of this idea. "Failing is okay, for example," Sawyer says. "You've got to have a sense of openness and playfulness with that culture, as opposed to keeping your head down and making sure you don't make mistakes." ■

## **PRESSURE: Addressing the myth**

You've heard it a hundred times: "I work better under pressure." Is it true? Does it make sense? Is it a cure for the despondent employee? Our experts weigh in:

*"It all depends on the nature of the creative outcome you're looking for. I don't think deadlines would detract from creativity, but it all depends on the client, the data and the demographics."*

– Keith Sawyer, professor of education at the University of North Carolina in Chapel Hill and best-selling author

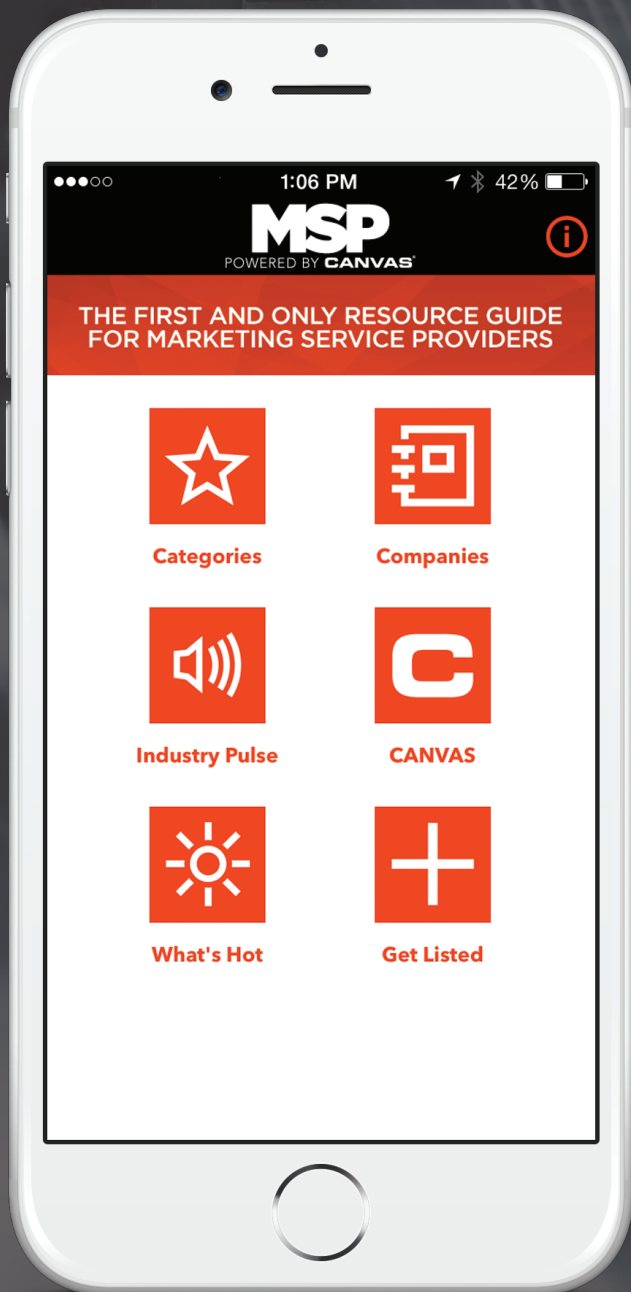
*"I don't think people do their best work under pressure, but for some people having a tight deadline is the only way to get them to focus on the work. Thus, they work best when the limited time left leaves them no choice but to work. But working best, and doing your best work are two different things."*

– David Burkus, author of "The Myths of Creativity: The Truth About How Innovative Companies Generate Great Ideas"



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CHANNELING CONTENT AND CONNECTIONS





# MIND GAMES

Everything your customers are saying –  
and why you should listen

By Michael J. Pallerino

What's on your customers' minds today? It's a fair question, and one that George Schildge doesn't take lightly. In a constantly evolving communications landscape, it is his job to connect his customers to the most efficient integrated marketing campaigns – initiatives that can help produce results based on his clients' business goals. Website traffic. Reach. Engagement. Leads and sales. Customer loyalty. The founder and CEO of the Matrix Marketing Group spends lots of time with his team developing marketing strategies that drive results.



One of the biggest takeaways is that every dollar counts. And when you look at the many ways there are to tell a brand's story, the challenge can be a daunting one. The secret to Matrix's success is that it uses evidence to unlock success. The firm is adept with using analytical tools and measurement systems. It employs scientific methodology. Their strategies are grounded in data from behavior, not whims.

And that's important when your customers are looking for answers and solutions. "The rate of change in the marketing industry is changing fast and accelerating," Schildge says. "The marketing pool is unprepared. Customers are tuning out traditional marketing methods, while consuming information and making buying decisions on mobile phones, tablets, computers, smart TVs and wearable devices. The industry is thriving, and there's plenty of room for opportunities throughout the value chain for all the category players. New ones will emerge as others get acquired.

In the new world of marketing, today's marketing professionals must be able to play across all categories – brand marketing, content marketing, data analysis, email marketing, graphic design, lead generation and management, paid media management, public relations, sales integration, search engine optimization (SEO), social media marketing, strategic planning, website design and development.

To give you a glimpse of the increasing demand on marketers today, 33 percent plan to expand their creative teams in the first half of 2015, according to The Creative Group's "Recruiting for Interactive, Design & Marketing Talent" survey. The top areas include web design/production at 28 percent, followed by social media at 23 percent, and content marketing and brand/product management at 19 percent each.

"Businesses are not relying on meaningless metrics like impressions, ad equivalency and PR value," Schildge says. "Every action and interaction can be measured and connected to results. Technologies like marketing software can eliminate wasted resources, improve productivity and enhance performance. A website can dynamically change content at the individual level based on historical behavior."

### Understanding customers' needs is key

Because today's consumer is more empowered now than at any other time, marketing needs to change quickly. It's about solutions for customers, not just products. It's also about understanding your customers' path to purchasing and having personalized touch points along the way to engage with them.

"Marketers must personalize the experience," says Renee Badura, VP of omnichannel sales strategy at Quad/Graphics. "It is critical to align with customer needs, not only in how you talk to your customers, but by how you organized internally. Companies win when the customer is at the center of every decision we make."

Badura says there are more people at the table (IT, merchandising, store ops, finance, etc.) driving marketing strategies. "Marketing departments need to breakdown internal offline and online silos. Our customers are talking about the customer experience. How can they create and deliver cohesive, coherent and relevant customer experiences that drive improved sales?"

Following is a snapshot of what trends are driving customer interest today.

Using data is **critical** today, and has not been **done effectively** by many companies."

– Evan Bloom, owner of Sir Speedy



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## Big Data

How to acquire and use good data is a great challenge. When done properly, messages can use specific detail and be customized based on what the customer wants and needs. Goals can be identified. Targets set and customized. "Using data is critical today, and has not been done effectively by many companies," says Evan Bloom, owner of Sir Speedy in Westbury, Melville and Hauppauge, N.Y. "Data allows businesses to detect habits and allows us to craft marketing programs appropriately."

Customers at Quad/Graphics are turning to data and its insights to create relevant and personalized content that strengthens the consumer connection. "Data helps break down internal silos to ensure the critical data that drives informed campaign strategies is accessible and understood by all involved," Badura says. "A content creation workflow helps keep their brands top of mind."

## ROI

Today, it's all about ROI. Customers want to find ways to expand the number of channels and platforms to reach audiences. They want to break through the noise to reach target audiences. But marketers are struggling to quantify ROI. According to research by Accenture, about one in five marketers scored themselves as below average in multi channel attribution, correlating advertising to sales and measuring media buying effectiveness.

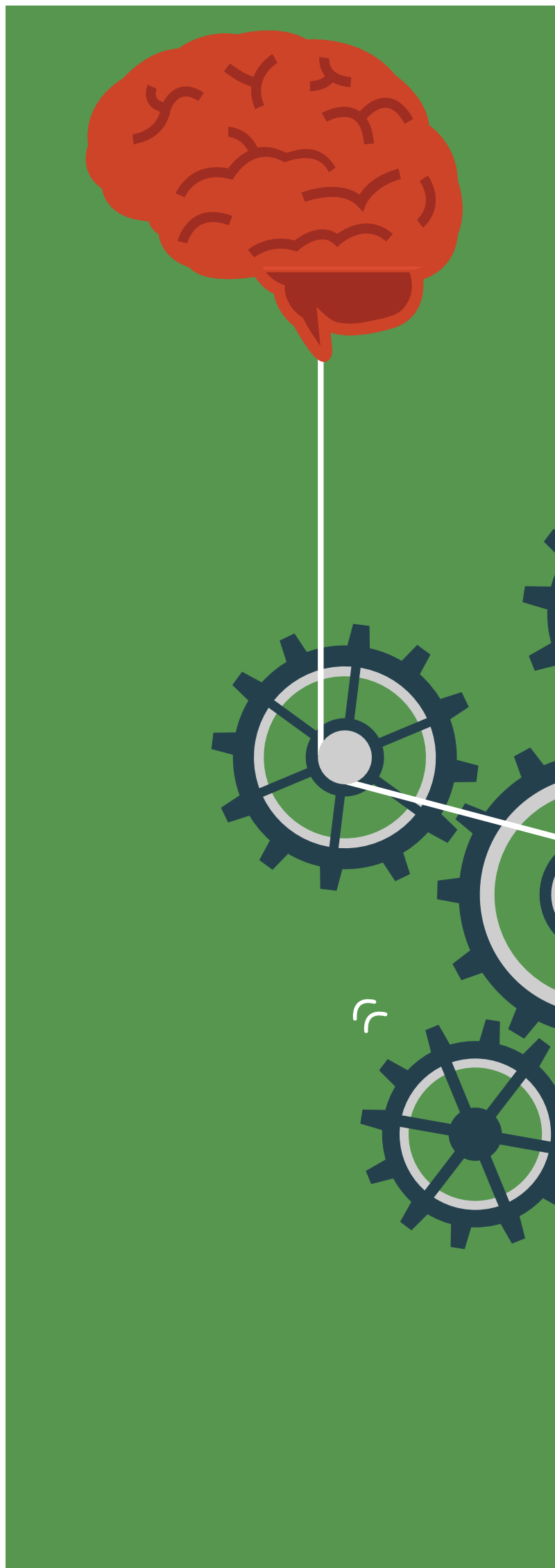
"Businesses are not relying on meaningless metrics like impressions, ad equivalency and PR value," Matrix's Schildge says. "Every action and interaction can be measured and connected to results. Technologies like marketing software can eliminate wasted resources, improve productivity and enhance performance. A website can dynamically change content at the individual level based on historical behavior."

## The Customer Experience

One of the biggest items on everybody's to-do list is enhancing the customer experience. Customer experience is the sum of all engagements a customer has with a brand during his lifecycle. Schildge says this relationship is an ongoing evolution and series of changes, comprising several moments of truth, beginning with awareness and discovery; shaped by information and interaction; defined by purchase and use; and reinforced by cultivation, loyalty and advocacy.

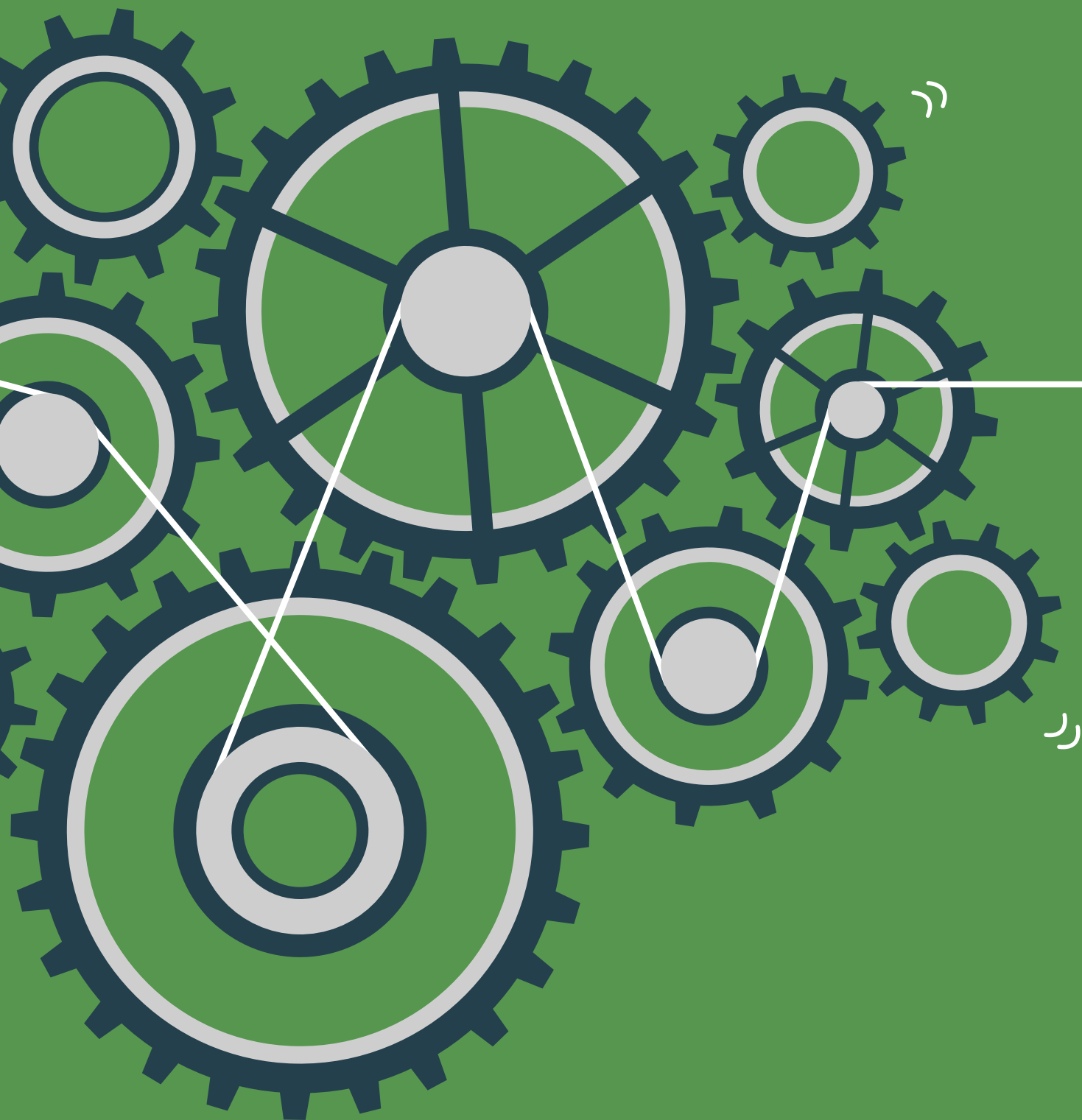
"Collectively, these engagements contribute to the experience someone has and shares and, ultimately, to the state of brand in aggregate," he says. "It's a pretty big deal to say the least. There are so many ways we can get this wrong or right. At a basic level, customer engagement is organized into five stages: awareness, consideration, transaction, use/consumption and inactivity.

A marketer's work is dedicated to ensuring customer interest and satisfaction in each stage. Individually, they are important; together, they are decisive to your business' success. "This is why your customer experience is an imperative," Schildge says. "Engagement happens



“**Engagement happens** with or without us at every stage of the **customer lifecycle**. And each moment does one of three things: adds to the **customer experience**, does nothing for it or takes away from it.”

– George Schildge, CEO, Matrix Marketing Group





with or without us at every stage of the customer lifecycle. And each moment does one of three things: adds to the customer experience, does nothing for it or takes away from it."

### Consumer Engagement

The landscape of consumer engagement continues to change, as mobile has forced omnichannel integration. Quad/Graphics' Badura says the application of analytics is here, making a combination of hyper-personalized creative, offer, list and integrated channel selection the new best practice. "Marketing structure also is changing," she says. "No longer is there an e-channel exclusive, and data is no longer separate; it is integrated into CRM teams, and creative must apply analytics. There are more people at the table (IT, merchandising, store ops, finance) driving marketing strategies, and marketing departments need to breakdown internal offline and online silos."

"It is critical to align with **customer needs**, not only in how you talk to your customers, but by how you organize internally. **Companies win** when the **customer is at the center** of every decision we make."

— Renee Badura, VP of Omnichannel Sales Strategy, Quad/Graphics

### The Digital Landscape

While digital landscape presents a huge opportunity, there is a huge performance gap in delivering on a connected customer experience. The performance gaps fall into three categories: skills, technology and strategy. Across the board, more companies are trying to address the opportunity. "Companies are focused on refining their digital strategies," says Diane Domeyer, executive director of The Creative Group. "This includes creating responsive websites and apps, and improving customers' online experiences. As a result, there is a heightened demand for professionals who can support these initiatives, such as mobile designers, user experience specialists and digital marketing strategists." ■

## YOUR CHEATSHEET: WHAT'S KEEPING YOUR CUSTOMERS UP AT NIGHT

- Data and how to use it to market effectively
- How to consistently reach prospects and generate more quality leads (new business)
- Communicating with customers regularly about services in an effective and consistent way
- Keeping up with technology
- The art of marketing and communicating
- Rising costs of doing business
- Expanding number of channels and platforms to reach audiences
- Lack of training in new marketing skills
- Confusion over roles and responsibilities
- Lack of resources/budget
- New technologies for analyzing marketing effectiveness
- Delivering an outstanding customer experience
- Constrained resources
- Getting it all done with the resources available
- Connecting customer experience across all media channels
- Creating and delivering fresh and relevant content
- Generating a higher level of customer loyalty and brand engagement
- Generating true ROI



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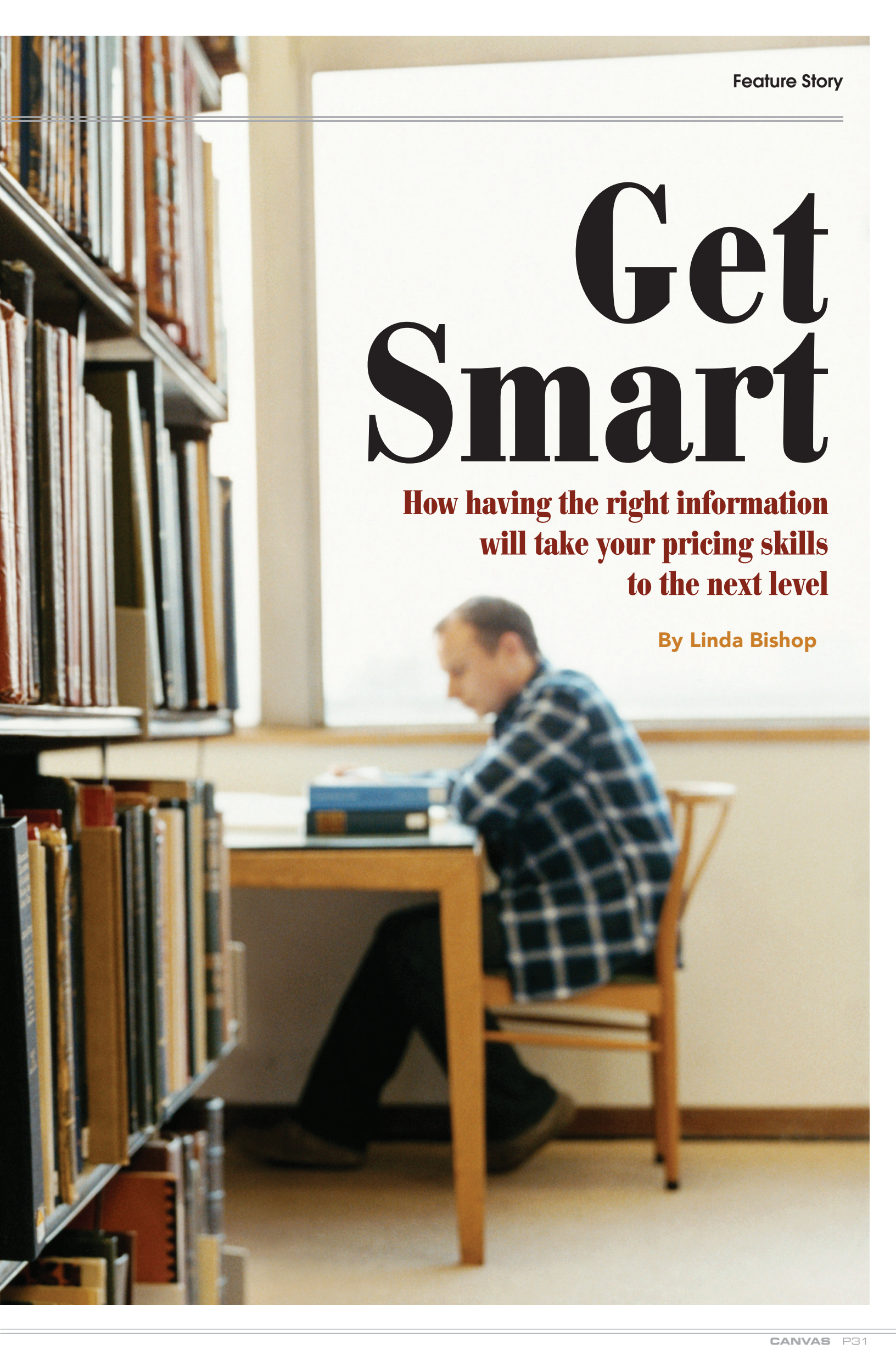




# Get Smart

**How having the right information  
will take your pricing skills  
to the next level**

**By Linda Bishop**







Bob officially has been with Big Print for 90 days, which made VP of sales, Tammy Brunson, very happy. Though he had several years of sales experience, Bob had spent most of his career at a much smaller printing plant. He moved to Big Print because he wanted the opportunity to sell to larger clients who needed more complex solutions.

While Bob had recorded a lot of good meetings, he realized that he needed to raise his game when it came to talking price.

“Price is always a factor in a sale,” Tammy said. “Sometimes it plays a big role, sometimes it’s small, but you have to be ready to deal with it.”

At his previous job, Bob’s business was transactional and the order sizes were small. If people didn’t like the price, he shrugged it off because a lost order didn’t have much impact on his income. At Big Print, there were more opportunities to win big and to lose big.

“When you give clients a bid, you face a variety of situations,” Tammy said. “When our price is the lowest or the client gives us a job without competitive bidding, pricing discussions aren’t required to make the sale. In other cases, our price is higher than a competitor and the client awards the job to the competitor without any discussion.”

Tammy was adamant that where you need to up your game is in the situations when their price is higher than their competitors, but the client is open to persuasion and selling skills come into play. “The better you understand how price affects buying decisions, the more often you can close a sale in this category.”

“I get it,” Bob said. “Sometimes you win without trying too hard. Sometimes you lose no matter what you do. But in many situations, my actions determine whether I win or lose, and in those situations I need to be ready to talk price and sell to win.”

**You bring value with rapport building skills, product expertise and problem-solving abilities. This aspect of value is completely within your control.**



## Making the sale

When your price is lower than your competitors, you make the sale. When your pricing is higher, but the client sees more value in your solution, sales occur. When pricing is higher, but the client sees no additional value, either in the relationship, the service you provide or your company, you lose.

Let's face it – pricing objections can be overcome. Not all the time, but often enough to lift your income and increase your closing ratio. The starting point for better skills to deal with price objections is a better understanding of value. Price is what something costs. Value is what a product or service is worth to the customer.

Price matters because monetary resources are limited.

Clients evaluate value in three areas:

- The value of the product or service they are purchasing
- The value the sales professional brings to the relationship
- Your company's value

Sometimes, the products and services purchased are very important to the company. Other times, they are not. For example, collateral for a new product rollout is important, because it's a critical component closely linked to company revenue goals. Quality and on-time delivery are important. An internal company newsletter is not that important. The client may be annoyed with poor color or a late delivery, but no one in the C-suite will reprimand them for substandard performance.

## Talk to clients about price

- Help me understand the role price plays in your buying decisions.
- Why is price an important factor to you?
- What dimensions of quality and service are critical to you? To your boss?

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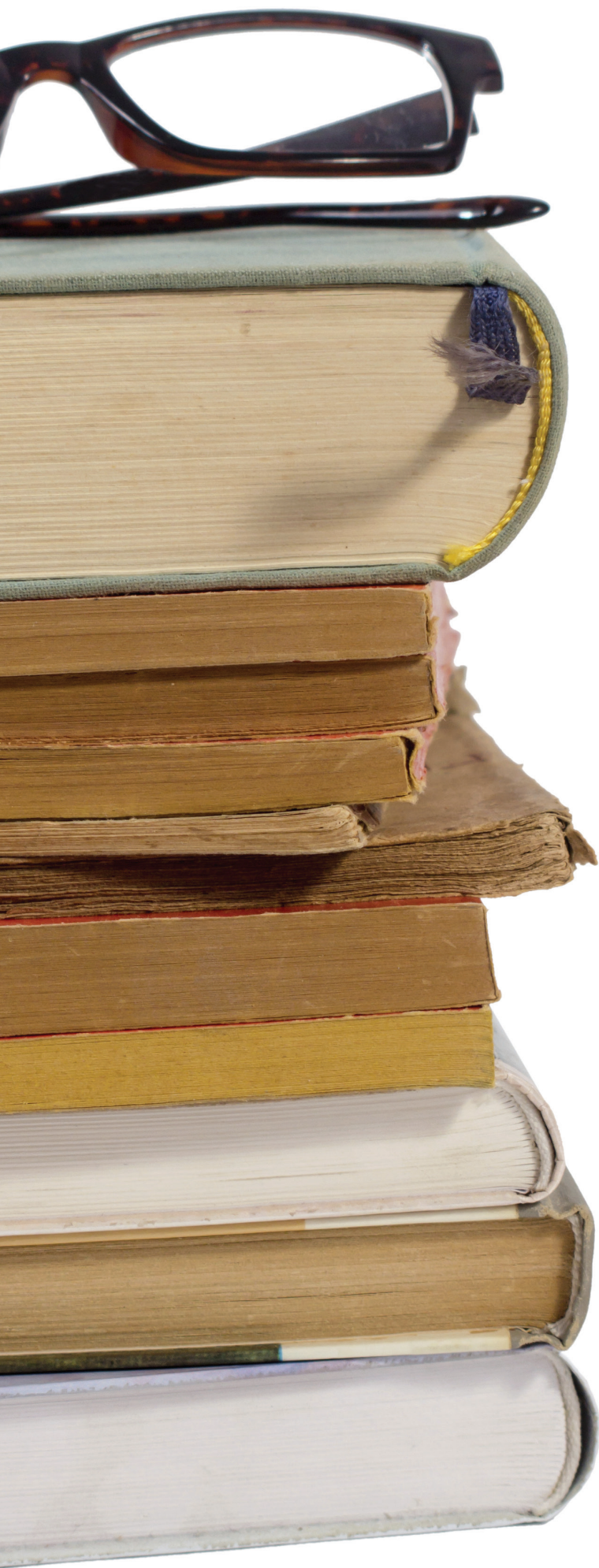
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When a product or service is not critically important to the company, price becomes important. Sales professionals who understand this don't waste time trying to sell the client on aspects of value that no one cares about.

## Information is the not-so-secret ingredient to overcoming pricing objections and closing sales.

You bring value with rapport, building skills, product expertise and problem-solving abilities. This aspect of value is completely within your control. By increasing your value to your clients, you influence pricing decisions.

A company's value is a complex mix of functional and emotional benefits. Functional benefits are logical reasons to purchase. For example, efficiently producing and mailing postcards in a printing plan involves a host of functional benefits created by equipment and services offered, such as in-house mailing. Emotional benefits relate to buyer feelings. Buyers build long-term relationships with you when they feel they can depend on you to watch their backs.

Sales professionals ask questions to understand the buyer's views on value. Take a minute and write down all the questions you ask to understand value. Study the questions. Can you improve these questions to get better insights to guide you in your pricing decisions?

Information is the not-so-secret ingredient to overcoming pricing objections and closing sales.

### Shopping behavior impacts price discussions

When I teach sales professionals closing skills, we discuss three kinds of shoppers:

- Shop and compare shoppers
- Budget shoppers
- List shoppers

Shop and compare buyers to get multiple bids. The buyer has evaluated vendors who are selected to bid, and the buyer views these companies as offering equivalent quality and service.

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In shop and compare situations, it's important to take the time to think and gather information. Is there anything more important than price? Seek a competitive advantage by looking at the project from multiple angles, including delivery time, quality and logistics. Instead of an apples to apples comparison, discover a way to change your offering into a tasty pineapple with unique appeal.

Some buyers shop because it's corporate policy. Others do it to ensure they get fair pricing or because they are satisfied with their vendors, but not loyal to any of them.

When buyers engage in shop and compare purchasing, it's important to develop a strong relationship. The buyers know what it requires to win their business. When they trust you and understand that you have their best interests at heart, they can coach you to succeed.

Budget shoppers have some dollar amount they're willing to spend to achieve an outcome. This may be a specific amount like \$10,000. Or, it may be a vaguely defined monetary range. These buyers are looking for a partner who can provide the best outcome for the money.

When good clients are budget shoppers, they usually only get one price. When you get the call, this is an excellent position for you. Your first priority is to determine if the project is a possibility or a real opportunity.

In both cases, ask the obvious question: "Do you have a budget in mind for this project?" In many cases, no budget has been specified. When that's your answer, dig deeper. Somewhere buried in his brain, your client has a fuzzy idea of what he thinks the project should cost, based on past experiences and previous purchases.

If he doesn't share a specific budget, ask questions. Dig deeper. Do they have a budget range in mind? What is his goal for the project? Would it be worth spending



## Why some buyers won't share information

Some buyers are happy to answer questions such as who you're competing against or where your prices fall. Other buyers refuse to share. When a buyer will provide information, you want to learn if that position is driven by corporate policy, buyer personality or the strength of your relationship with the client. You cannot change corporate policies or buyer personalities, but you can work harder to build rapport and earn trust, and then create the right environment for a buyer to feel comfortable sharing information.



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\$5,000 to achieve those goals? Or, are the goals important to the client's organization, and well worth spending \$50,000 to achieve?

List shoppers know everything they want to achieve. They know what they want, but they don't have a predetermined price point in mind. If you can help them achieve everything on their list at a price they believe is fair, you will win their business. The guidelines to list shoppers are similar to budget shoppers. Learn about the goals for the project. Ask questions to determine spending ranges to achieve the goals.

For both budget shoppers and list shoppers, one smart strategy is "stair step" pricing. Instead of giving the client a

bundled price, provide them with options. Think in terms of good, better, best. Or give them options for project basics versus premium add-ons.

Warren Buffet once said, "Price is what you pay. Value is what you get." It's true, and so is this: Price is what clients evaluate. Value is what you communicate.

Starting today, find new ways to communicate your value. Boldly talk about price and ask plenty of questions to understand your clients' view. Improving selling skills in these two areas, value and price, make you harder to sell against, and that will yield a big pay off. ■

**Pricing objections can be overcome.**

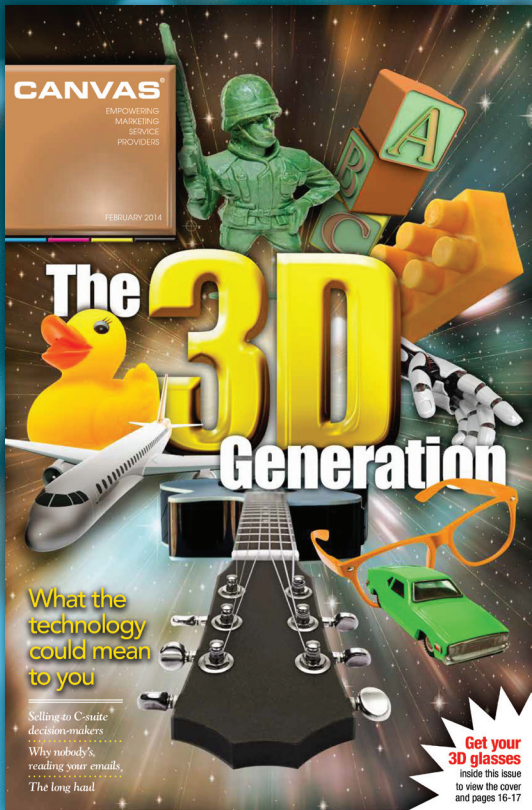
**Not all the time, but often enough to lift your income and increase your closing ratio.**

Linda Bishop, a longtime veteran of the commercial printing industry, is the founder of Thought Transformation Inc. ([www.thoughttransformation.com](http://www.thoughttransformation.com)), which trains and consults companies and sales professionals on how to sell more and reach their full potential. You can reach her at [lindabishop@thoughttransformation.com](mailto:lindabishop@thoughttransformation.com).

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# EDSF

## ENCOURAGING CREATIVE MINDS

Founded in 1996, The Electronic Document Scholarship Foundation (EDSF) is a charitable, non-profit, that engages in programs designed to attract the best and brightest to the industry. By granting scholarships, fostering education, promoting research, recognizing leaders, encouraging innovation, and garnering and disseminating knowledge, we are helping build the next generation of digital content and delivery professionals.

### SCHOLARSHIPS

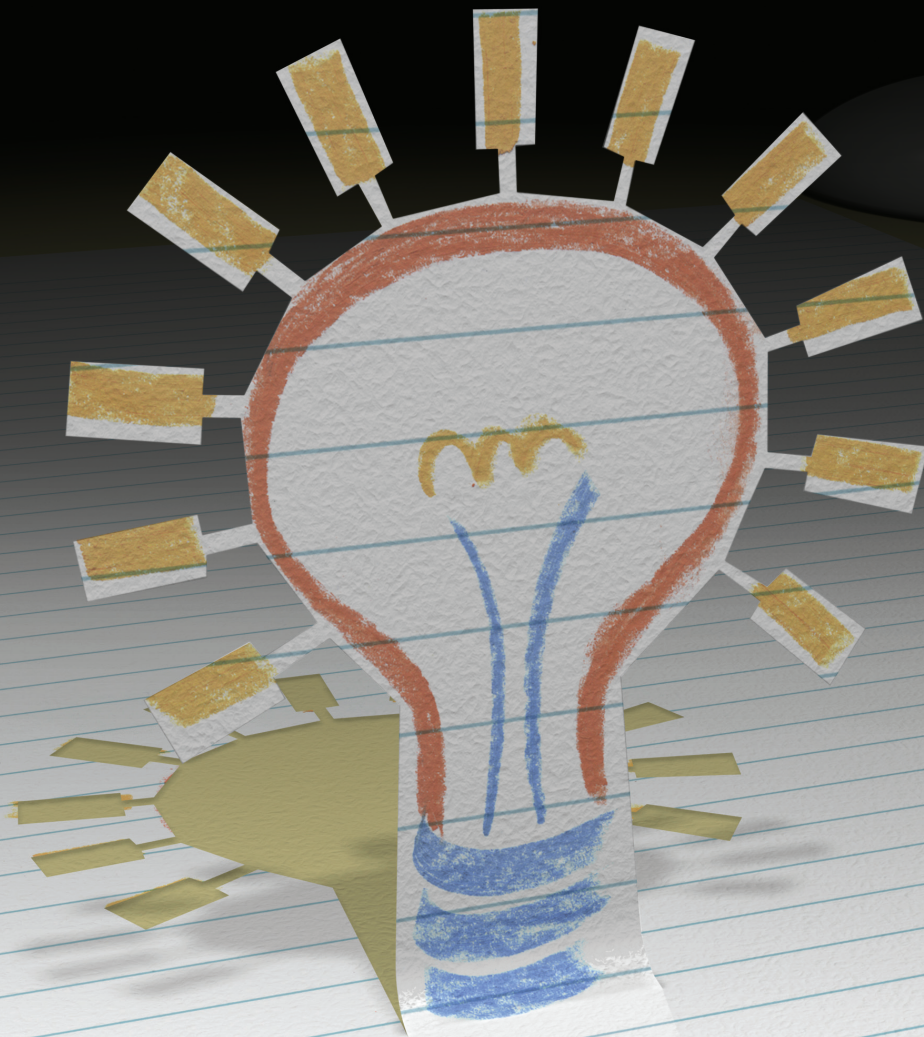
EDSF's scholarship program makes it possible for students to receive the education necessary to pursue careers in the Document Management and Graphic Communications industry. What sets EDSF apart from other Foundations is the international scope of our operations.

### RESEARCH

EDSF sponsors academic research grants and partners with major industry research firms to provide businesses with cutting-edge data on trends in the document management and graphic communications industry. Since 2001, EDSF has provided 30 research grants, developed a grant/mentor program and published over 25 white papers.

### EDUCATION

Through recognition of leading educators and educational programs worldwide, EDSF continues to build awareness about career opportunities in the industry, while ensuring that businesses have a talented pool of applicants to recruit.



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More than ever before, there is a critical need for individuals and companies to support the future of the document management and graphic communications industry. EDSF's scholarship program enables students to receive the education necessary to pursue careers in the industry, while providing much needed assistance in offsetting the ever increasing financial burden. Please join us as we work together to provide our future business leaders with the skills and knowledge necessary to shape our industry for years to come.



The Electronic Document Scholarship Foundation

For more information visit [www.edsf.org](http://www.edsf.org) or call +1 817.849.1145



On point with...

# SHERI STAAK

## Sales leader Sheri Staak on getting into a sales mindset

Her trophy case is impressive. For more than 30 years, Sheri Staak has been a corporate powerhouse, working and managing more than 1,000 sales representatives in some of the country's most aggressive and competitive marketplaces. From companies with more than \$1 billion in revenue, to start ups and turn-arounds, Staak has done and seen it all. Today, she shares her experiences through her blog, The STAAK Report, and in her book, "Tune in to WOW Leadership. She also is a highly sought after consultant.



### What does today's sales landscape look like?

The days for making everything happen solely on relationships are over. The marketplace is competitive and aggressive and, unless you want to compete on price alone, your account managers must be thoughtful and well planned to seize opportunities. Salespeople today must have greater depth and breadth in their accounts. Planning of services and the value proposition are critical steps in being ready for new opportunities. Training is really important today.

### How do you reinforce the training aspect to your sales team?

Your salespeople have to take personal accountability to immediately apply the training they get in the field. Because you are investing money into the training programs, you have to make accountability a priority. Make plans to provide follow up training opportunities, which will help reinforce what it means to the company.

### How do you hold your reps accountable for applying these new skills?

To capture the spirit of the salesperson, you have to make the process competitive and fun. Try adding a re-

ward element. You will find that bragging rights among salespeople go a long way toward driving motivation – motivation that can help change behavior. Find the informal leader of the team or group and get his buy-in. When others see this person among leaders buying into the new way of selling or approaching the customer, everybody will get on board quickly.

Salespeople today  
must have greater  
depth and breadth  
in their accounts.  
Planning of services  
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being ready for  
new opportunities.

### Why is training so important?

Very little of your sales strategy should be a gamble in today's competitive market. Understanding your customers' needs and presenting a value proposition with an affordable price tag should take away the gambling aspect every time. Business today cannot be run on rolling dice and hoping for the best.

### Define the perfect sales strategy.

You have to understand your customer's strategy and the problem you're trying to solve. You do that by understanding where your service and brand fits into this equation. Make sure the right people are on the call to address the customer's needs. This should all be done in your pre-sales planning. And when you make the call, it's always best to do it face-to-face. Lastly, and most important, you have to follow up. If you say you are going to do something, you have to do it. ■

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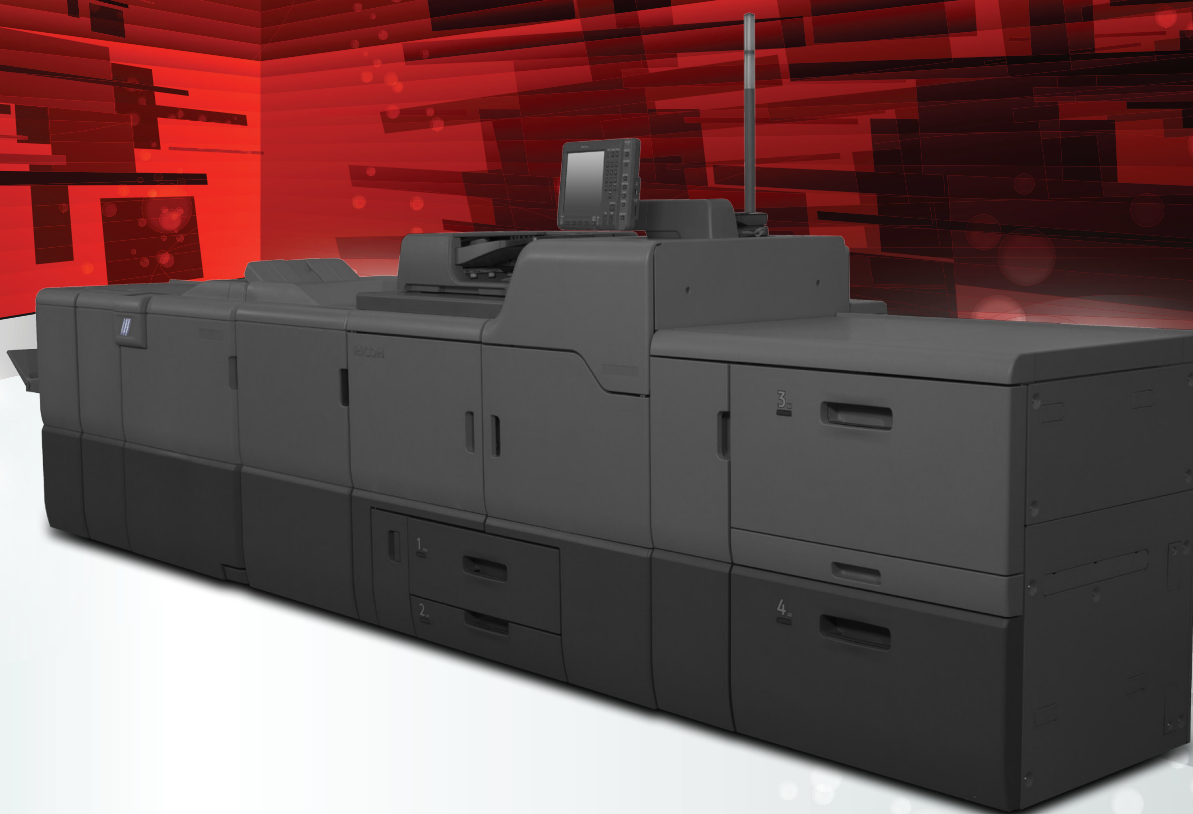
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