CHAPTER 1

Where We've Been and Why We've Been Fooling Ourselves

THE NEW RULES by Gini Dietrich

Nearly 20 years ago the Public Relations Society of America endorsed a new way of "measuring" marketing and communications efforts, particularly as they related to TV, print, and radio. Those metrics were advertising equivalencies (AVEs) and media Impressions. To determine your AVE, you would measure (with an actual ruler) the width and length of the article that had run about your organization. Then, using the media outlet's media kit, you'd figure out how much it would have cost you to run an ad of the very same size or length. If the story were the size of a quarter page ad or a 30 second TV spot, you'd have your advertising equivalency.

Media Impressions are just as silly. Suppose an article about your organization runs in the New York Times, which has a circulation of 2.2 million. According to the formula, there is a pass-along rate of two. This means we can feasibly assume someone will leave the paper on the train or in the doctor's office and at least two other people will pick it up and read it. That means we have an Impression value of nearly four and a half million people. Of course, there is no way of knowing the percentage of those four million people who actually read the article on page B10 about your organization, but Marketers convinced executives these metrics are reliable. Couple that with the introduction of social media, and we're suddenly obsessed with big numbers: How many Facebook Likes do you have? How many Twitter Followers do you have? How many LinkedIn connections do you have? How many LinkedIn groups do you belong to? One thing is missing, however: metrics that show a real dollar-for-dollar return-on-investment.

We call AVEs, media impressions and social media increases the vanity metrics. It sure does feel good to see those kinds of numbers, but they don't mean anything for your organization.

Enter The New Rules. It's time to educate executives on the metrics that really matter. They may still ask for the metrics of yesteryear because it's what they're accustomed to receiving; it feels good to go into board meetings and show big numbers, but the job of tomorrow's Marketer to change the conversation.

Tomorrow's Marketer is focused on the customer experience. Tomorrow's Marketer understands that it's less expensive to retain customers than acquire new ones. Tomorrow's Marketer is not complacent. Tomorrow's Marketer has a quest for knowledge. Tomorrow's Marketer knows which metrics really affect the growth of an organization and dismisses the 'feel good' metrics for what they are – meaningless nonsense.

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Gini Dietrich nailed it. This chapter is as much about questioning EVERYTHING we've ever known as it is an intervention for those who need a swift kick in the behind. My colleague, Amy Tobin, says she hates Marketers. Being a Marketer (something I reluctantly admit these days), my job was fairly easy until digital became dominant. And then it became hard. Really hard.

For those of you who need a dose of reality…

The Entitled Marketer: The Fallacy and the Brutal Reality

I have heard this often from many of my peers:

> *Are you kidding? Do you know what I've accomplished in the last 5 years for this company? This organization is lucky to have me! I ran successful initiatives that helped grow the business 80% over that time period. With my experience, I will not accept less than a 20% increase from my current compensation*

This is from Marketers who have been in the industry for years but have remained stagnant. This is from Marketers who, at one point in time, were at the elite and could get any job they wanted. These same Marketers now find themselves looking for work and realizing that demand for what they do have "suddenly" changed… and not in their favor.

Sadly, they don't realize that the world has moved on without them. And even if they figure that out, they are challenged to understand, let alone keep up with, the "new" demands of the communication industry.

Here is a typical dossier of the Entitled Marketer:

Jan Doe has 15 years of solid experience in both Agency and Client side – particularly in QSR and Consumer Packaged Goods. Jan has a stellar resume, and has primarily worked in Fortune 500 companies, providing her with the luxury of large budgets to scale awareness through prominent mediums like television and billboard. Jan has a good understanding of consumer strategy and insight, and primarily relied on Neilson Reports and Ipsos Reid to make sense of audience receptiveness to the brand message. Usage and Attitude Surveys were executed annually, like clockwork, to validate audience needs and behaviors. Despite the high cost, Jan insisted on continuing Nielson and Ipsos studies as her go-to-references for consumer insights.

As digital media revealed another reference point to tap into consumer behavior, Jan

also migrated spend across digital media and brought in experienced people who understood these channels. Then along came Social Media–yet another extension to continue to promote the company's message. It seemed easy enough: Jan would divert money from display advertising to purchase Facebook Likes and Promoted Tweets. After all, management was more than happy to see the growth of followers at a fraction of the price of traditional advertising. This new medium was clearly working for her.

Jan never abandoned the tried and true channels; television, as the main broadcast channel, continued to provide the strongest recall rate and continued to be an important metric in brand measurement. Digital and social media were great support channels for this main medium.

Jan was happy with her year-end performance goals. She was well compensated for the year over year jump in awareness levels. The strong digital performance on PPC and display ads, as well as the community volume growth on both Facebook and Twitter, was evidence that she was succeeding. Jan was sitting pretty… that is, until the day she was downsized, along with 20% of the staff.

THE FALLACY

I get my cues from the Millennial Think Tank sessions we conduct on a weekly basis at ArCompany. It has shifted our view on the notion of the "American Dream"- (the same myth we all grew up believing):

Get a good education and you'll be rewarded with a great job. Do well at your job and you'll climb the corporate ladder. With experience comes reward.

Maybe this was true when times were good – when there was a stable economy, and conditions were relatively unchanged decade to decade. We rested on our laurels and began to accept that there was a set formula for success. However, when a

wrench was thrown into our Pollyannaish world, we were caught in a tailspin and had two choices: 1) recede into the comfort zone of what we knew, hoping that our old practice fixed this anomaly OR 2) figure out what this wrench really meant to the business. Most Marketers will fall into the first camp, hoping the tools that they were given can be the panacea to remedy this new sickness. After all, it worked in the past, right?

Here is my story: I was a traditional Marketer. I marched to the drum of those traditional KPIs — yes the ones we all bought into: Impressions, Click through rates, Open Rates. I had enormous budgets with which I could create cool campaigns to build awareness and audience. Hey, if it didn't meet my campaign goals, I'd develop a post-mortem deck to analyze what I could improve upon next time. The budget was never reduced. If overall company performance was good then hopefully my already enormous budget would increase next quarter. No harm. No foul. As a Marketer I was never really penalized for failure. After all, marketing has always been a cost center.

THE BRUTAL REALITY

One day, things changed radically, forced by an epic shift: the Financial Crisis of 2008. Anyone working at that time experienced these transformations within the company. At the time of the crash I was working for an ad agency, which allowed me to witness significant changes on client business:

- Budgets were squeezed while target objectives remained unchanged.
- Marketing now became a revenue center. New goals were established.
- Quarterly marketing performance dictated budget allocation for the succeeding quarter. Performance was paramount as strategy scrambled to define best way to optimize spend. ROI was the standard with which we were held. Traditional media budgets felt the strongest pinch as spend increasingly diverted to digital.

This soon led to an increasing demand for digital professionals in search, social, strategy, and development.

The recession fundamentally changed the way marketing operated within the organization. As traditional marketing increasingly took a back seat to digital media, traditional practitioners suddenly found themselves vulnerable in a way they had never imagined.

If your story reflects that of Jan Doe, the brutal reality is that you have continued to do the same things. You haven't evolved; you are now on the verge of obsolescence. It was important to me to change with the times. The skills that brought me success as a Marketer are now outdated…and irrelevant. To survive I needed to learn and embrace the new world order.

If you are a Marketer, here are the facts you must face:

> *"You are as good as your last project. Today's marketing discipline requires new skill sets. Your value has diminished if it doesn't match today's demands; don't expect to continue to see your paycheck increase. Your value is connected to your understanding of new and emerging media. Expect to keep learning. Expect to keep changing. Expect to keep moving to remain relevant."*

Yesteryear: Remember when Marketers Ruled?

It is clear that the Marketing discipline has evolved. For me, the choice to evolve was made partially out of necessity, but primarily out of excitement at all that this new media could do. When I talk about Traditional Marketing, I don't mean only TV, radio or mass channels — I am referring to the one-way push communication that businesses have used for the last century. It also includes the one way messaging, including an apparent arrogance about who would consume the product or service.

Remember the 4P's of Marketing: Product, Price, Placement and Promotion? Where was the customer in all this?

I, along with many of my colleagues, came from an era when the Marketer and business controlled everything:

- We built better mousetraps.
- We "assumed" we knew who bought our product.
- We catered the messaging to those we assumed would buy.
- We came to rely on pervasive channels to get our message heard.
- We relied on research that assumed "statistical significance and validity" and was, often, subject to "groupthink".

… all this to prove that we knew how to build markets for products…and not the other way around.

MODELS OF TARGETING WERE FLAWED

Think back. Marketers dictated acquisition-targeting parameters. Marketers conducted the consumer research – mainly expensive focus group testing with questions that largely served to benefit the "business." These focus groups were structured and moderated by the "business," and highly subject to groupthink. To top it off, this "focus" group would provide the basis of "representation" of the target customer, so the results of the research were leveraged to inform the targeting strategy.

My point is this: the research conducted was subject to false assumptions, questionable methodology and a strong reliance on the outcomes. Then these outcomes were used to provide the demographic profile of the target customer, which was fed to the media buy. User profiles dictated where, when and what type of offer or content was served. At that time there were mediocre optimization opportunities.

IMPRESSIONS? REALLY?

To add insult to injury, Marketers dreamed up this notion of reach, i.e. how many people

were actually being impacted based on media? Impressions have been around a long time; it was the PR metric used to convince executives their message was seen by the masses. It was an imperfect KPI, but people bought into it because there was some correlation between household and audience reach.

Impressions emerged decades ago and arose out of a need to standardize broadcast media buys. It was impossible to know for certain who was watching a TV show or listening to the radio. Complex audience delivery formulas like Nielsen Ratings were based on data supporting actual audience size.

The number of Impressions equates to the "potential" reach for that particular medium. Yet "Impressions" is a misnomer: In order for Impressions to be "real" ALL subscribers or target households need to be able to consume that content when that content is available. This is highly unlikely.

So, here's the thing: Marketers and PR folks could NOT tell you how many people were reached as a result of the media reach. After all, Impressions don't buy → people do.

But somehow, regardless of the many flaws, Marketers convinced the C-suite that Impressions were important.

Fast forward to the late 90's: the more things change, the more they stay the same… then along came search:

Search and Quest to Rank Higher

In the late 90's the introduction of Google provided companies a way for people to find their websites. Early adopters cornered the market on search terms and capitalized on consumer traffic. I remember being able to own the term "credit card" and every variation therein for a few years, pulling in loads of traffic for people searching for credit cards … that is, until Google introduced the bidding system. Suddenly the playing field was leveled; Google and its search competitors opened up oppor-

tunities for many businesses to benefit from this new thing called Search Engine Marketing (SEM).

Consumers quickly came to understand the difference between organic search results and sponsored ones. As SEM began to ramp up as a viable business, Google also encouraged businesses to follow basic search principles to allow them to build integrity into their website to attract people with quality content. This opened up the market for black hat practices, link baiting and other questionable tactics as people tried to find shortcuts to achieve higher search rankings.

During this period, online media emerged as a mainstay vehicle, and the birth of the Internet Advertising Bureau (IAB) instigated the standardization of online media properties including core metrics. Google, for the first time, introduced the notion of 'click attribution,' i.e. the ability to track online behaviors to their end results. That's when CTR (click-through-rate) was born. This Click continued to follow the same path of the "Impression;"The biggest problem was that marketers became enamored by what could be most easily measured, but for most businesses there was no tie back to revenue or other meaningful business metrics. Measuring impressions was easy, but not meaningful. The scariest thing was that there was no real effort to measure the meaningful metrics.

Victims of Vanity: Why Marketers Buy Into Faulty Metrics

I sat there like a ghost in the meeting, told to be a fly on the wall by one of my clients as a marketing review meeting interrupted our planning session. I silently listened in on the call while one of the largest digital agencies in the world shared the outcome of their latest paid social media campaign. The agency stated that the goal of the campaign was to increase awareness of the brand's offerings to a specific vertical market.

In order to protect the innocent, and the guilty, I will share only what is pertinent.

I listened to this "Big Agency" run through the results of the campaign. Pulling up a cross matrix with the following on it:

- Name of the Article
- Number of Impressions
- Number of Clicks
- Clicks Per Thousand
- Cost Per Click

The results of the campaign were interesting, but probably not in the way the agency or the brand had hoped. Certain articles drove very low click through rates and extraordinarily high cost per click. It went further; the end result was 2 Million Impressions, 0.6% click-through rate and just over ten dollars per click. I did the quick math (no calculator required): I realized that this campaign generated 12 thousand clicks and cost the big brand over 120 thousand dollars for one article. In this case, they executed paid campaigns on 6 different articles. Now you do that math. Now ask yourself: what were they getting for this massive expenditure?

When the CMO of the global brand asked what exactly he should be looking at and what was the most important , the big agency account lead spouted out that the most important things to look at were Impressions and number of clicks.
WTF!!!

IT IS A HUGE LIE AND WE ARE ALL CO-CONSPIRATORS

As the call and the non-sense continued I couldn't help but feel for the client. They were spending a fortune on a campaign that was by all intents and purposes immeasurable.

But here is the kicker: it doesn't have to be that way.

Marketers have been lying to clients, and perhaps more problematically, to themselves for the past several years as they continue to sell the idea of vanity metrics like Impressions and clicks.

ENTER SOCIAL MEDIA: THIS NEW ORDER MUST DICTATE A NEW ACCOUNTABILITY

As social media started emerging as a strong vehicle about 5 years ago, I paid close attention to its lure. Here, these networks existed without the interruption of annoying advertising. It was not lost on me, because I was a regular source of that annoying advertising.

Slowly but surely, I was lured into this space where people could speak as people, uninterrupted. I engaged with esteemed bloggers and social media strategists who taught me the importance of active listening, transforming the marketing mindset, and leveraging relationships with the customer to succeed.

Even in MySpace days I spoke with people who were struggling to use the network to promote themselves. I knew a band that would develop new tracks every week so they could showcase it to their networks. They received accolades and validation–albeit from a tiny universe that admired and appreciated their efforts.

I became a purist–not overnight but soon after.

I became the anti-Marketer, espousing authenticity, transparency, and relationship-building. I would talk to anyone who would listen; I had experienced an epiphany.

When I started blogging 6 years ago it was merely an outlet for me to verbalize where this all would lead: social, emerging technology and why it would change the way companies operate. Along the way, it also provided others who stumbled upon my posts with an opportunity to learn. That was pretty cool… and it's what kept me going.

THE QUESTION: DOES SOCIAL MEDIA DRIVES SALES?

While our media predecessors (traditional offline and online media) have built acceptable KPIs adopted by the industry, there continues to be a debate about the viability of social media.

The issue comes to the forefront because Marketing is now accountable for performance. Where, in a previous life, Marketing enjoyed the cozy position as a cost center, what became clear is the need for Marketing to drive sales, and deliver proof; that means that measurability has become more important than ever..

Unfortunately for social, Marketers continue to follow the existing path:

- The faulty baseline metrics spanned quickly beyond just Impressions into other metrics that had no clear business value.
- Likes on Facebook
- Followers on Twitters
- Pins on Pinterest

Heck, it's common for Marketers to ridicule Google Plus, but at least a +1 has intrinsic value in terms of driving improved search results.

Nevertheless, one Marketer after another promotes these self-serving statistics,[1] and the biggest concern may not be the fact that they are doing this, but the reason they continue…

Because it is easy.

Not only is it easy to compile these numbers, it is easy to report on these them. Sadly, to the busy Marketing Chief it is just as easy to pull the rug over their client's eyes by building campaigns chock full of great results across all metrics.

What marketing leader isn't going to like their expensive agency returning results like these:

- Campaign received "X" million Impressions
- Improved number of likes on your Facebook page by "Triple digit percent"
- Added "X" Thousand followers to your Twitter account
- But here is the problem: in all of the cases where I have seen these glorious improvements there are no answers to the following questions:
- "How many of those "Impressions" have moved to the next step in the buying cycle?"
- "Among those likes, did anyone buy anything?"
- "Which of these followers are real prospects?"

IT COULD ALL BE MEASURED, IF WE DID THE WORK

Let's reflect on the campaign discussion we started with: the big agency, the six pieces of content and the huge number of Impressions that meant nothing. When people clicked on the page what type of engagement opportunities existed? Was there an inbound form or some type of "Fill-the-funnel" method for capturing the interested visitor?

While we know there are certain risks in pop-ups, what about a less invasive signup or some type of premium content offer to capture the email or other pertinent information about the more than 10,000 "targeted" viewers that clicked on the content?

Although not a perfect science, this type of top of funnel activity could have provided much better insight into how many of the readers were really interested in the content, and potentially interested in moving to the next step of the sale.
I surmise that many Marketers don't want to put that type of capture on a campaign because, for highly profitable paid campaigns, they would find themselves showing

staggeringly low numbers of people engaged with the content. It wouldn't be as impressive to say "we garnered 32 email subscribers from the 2 million Impressions," but maybe it should be.

MEASURING WHAT MATTERS

The reason the 32 email subscribers wouldn't be impressive goes back to the practice of over-hyping of vanity metrics. How is a CMO or entrepreneur supposed to get excited about 32 subscribers when they are given impression numbers in the millions?

Those millions are a ruse - modern day smoke and mirrors. Where did the magician go? Yep, he disappeared.

The magic didn't disappear, because it was never there. It was all in your head and the magician (Marketer) put it there. Can it all be measured? Yes, but the agency partners you choose must think beyond the campaign and deliver results that really matter.

In the high tech and services space where I do most of my work, 32 genuine leads can be incredibly meaningful. If you were a technology company and you were able to convert just 1 or 2 of the 32 leads it could mean hundreds of thousands, even millions of dollars.

The only challenge is that it takes more time, more work and more willingness to see the whole picture to attain these more meaningful results.

Trust me when I say that I will focus there, where the results are, and let them, you know, those other guys, keep falling for the same old tricks of marketing yesteryear.

Even the "Madmen," with all of their sins, would be angry if they saw the crap some are pulling today. This says a lot about the changes that Marketers need to start making.

NEW METRICS AND NEW BASELINES

With all else being equal, Social becomes a unique beast that doesn't follow the same path as all other media. It's inherently different because major shifts have happened:

- Lack of corporate control over their messages
- New two-way interactions among consumers and brands that have the ability to shift consumer perception
- The emergence of engagement metrics that make it harder to correlate "user actions" to intent or purchase
- Media fragmentation that has made it more difficult to pin down customers to one medium at a time
- The steady performance decline of traditional online display advertising and sponsored search ads

We are in an era where consumers don't trust advertising. The average person is exposed to over 5,000 advertisements per day, and they don't trust most of them. Instead, the new consumer seeks to make purchase decisions through word of mouth and brand engagement via social platforms, native advertising and its close relative, content marketing.

WHAT SOCIAL BRINGS IS A WHOLE NEW WAY OF DRIVING SALES

THE NEW RULES: RETURN ON TRUST

Imagine a world where you never have to sell anything…

Every day the ideal number of clients with perfectly aligned needs for your product would just walk through the door and shout out "I'll take it!"
Could business get any better?

What if I told you that this is already happening?[2] Albeit, it isn't quite so simple and the customers aren't simply arriving sight unseen ready to buy whatever it is you are selling. What is happening is that customers are showing up ready to purchase, leaving us all to ask, "How?"

Suppose it is January 2nd, 2015. Picture yourself waking up and deciding that it is time to buy a new car.

What is the first thing that you do? Do you hop in your old car and drive over to the local dealership? You pick up the newspaper and see what special savings are being offered? I suppose you could do either of these things, but if you were like the vast majority of people today you would do neither.

Instead you would take your iPad off the charger, head over to your sofa, put your feet up on the ottoman and start surfing.

You would find your way through the car review sites, and perhaps drop into the manufacturer sites to see if they have any special offers and incentives. Finally, you might pop over to Facebook to ask for your friends their opinions on the car(s) you should be short-listing.

Once you have your research done, you have determined the following

- Which car you want.
- What features you would like.
- How much your exact car should cost MSRP and Invoice.
- The target buy price from Edmunds.
- An exact estimate of what your trade-in should be worth via Kelly Blue Book.
- Your up-to-the-minute credit score from Experian
- The desired interest rate and term of loan based on your credit score.

Once you know all of this: You apply for a car loan on a competitive lending site and receive multiple offers.

Finally you walk, into the dealership with a printout in hand of the vehicle you want, the value of your trade, the price, interest rate and a pre-approved letter of credit and say to the salesman… "Bring my new car around"

Wow! What just happened? Essentially, you walked into the dealership and bought what they had to offer for the price that they wanted to sell it for and you are going home happy. Like magic, only it isn't.

What you experienced is the new way of doing business. [3] New rules, new engagement.

Only now these rules are impacting everything, not only how we as consumers buy things for personal use, but how businesses consume as well.

B2B, B2C, P2P, [4] it doesn't matter - we are all consumers looking to buy in a new economy, an informed economy, and it is scary, exciting and one heck of an opportunity for businesses to prosper.

Let's look at the numbers behind the change:

If I had you guess how many information sources, on average, a buyer engages with prior to making a purchase what would you guess? Would you say 2 or 3 or perhaps 4 or 5? What if I told you the number were 10.4?

In a study performed by Google (Zero Moment of Truth) [5], they found that buyers on average engage with more than 11 pieces of content prior to making a purchase decision, and according to a study by Forrester Research[6], that number has doubled year over year in 2012 and 2013.

In fact, 90% of consumers trust[7] a recommendation from their network and 81% of those go online [8] to get those recommendations. On the other hand, there isn't a single type of advertising that consumers trust at a rate greater than 50%, with many forms of advertising being trusted at rates in the 20-30% range.

Bottom line, not only is the way we are consuming changing, but our reference points are evolving rapidly, and trust is proving to be a precious commodity.

WHAT IS RETURN ON TRUST? IS IT A REAL METRIC?

If I were a business and I knew that by gaining the support of a key group of influencers we could achieve greater success in word-of-mouth marketing, would I make gaining their support a priority? You are darned right I would! As I mentioned above, 90% of buyers trust a network referral, leaving us as businesses to ask,

"Who represents the network and how do I gain the support of those influencers to evangelize my business?"

What is crazy is that even though 98% of business owners say that word of mouth is their lead driver of new business, only 3% of businesses have a strategy to capitalize on this. In short, what this means is that most businesses simply aren't pursuing the support of the brand influencer, begging the question "Why?"
Why go through the heavy lifting of building trust one by one when you can build a virtual army of ambassadors to support your brand? Is it too difficult? Perhaps you don't know where to start.

What if I told you that a group of loyal supporters is right there in front of you?

There are those already buying from you, and those that have worked with you in the past and had good experiences. While they may not be able to bring you all the busi-

ness you can dream of, they can each bring one, or a few, and suddenly… you have arrived.

In the new economy this is all possible; to build a business where clients are banging on the door because they want to work with you. It may seem impossible, but it isn't. We are in a new economy with new rules that favor not those who have done it longer or spent more money, but those who know what their customers need and how to deliver it to their satisfaction.

WHERE GOOGLE IS RELEVANT

Google figured this all out and implemented it through Hummingbird. Facebook has taught Marketers to build a strong and engaged community through listening and relevant content, NOT promotion. Marketers who are used to having control are at a loss. They are now looking for quick fixes that allow them to engage, dialogue, and develop mechanisms that continue to foster this two-way interaction.

It's a brand new way of thinking. You can't fit everything you've learned and apply it to this new medium — it's akin to putting a round peg in a square hole. I know. I've tried. And I've had to learn.

Jon Loomer wrote:

> *"Here's the brand's dilemma: Most Facebook users are on the network to engage with friends and family. People don't talk like this. Only brands do. And when brands do, these posts stick out unnaturally."*

Adding value is unnatural for any brand. Let's face it, brands are in business to sell. How can Marketers truly care about listening to the customer and delivering engaging content if their prime directive is to move the product? THEY CAN'T!

While social has its challenges, the wealth of information it delivers has mitigated much of the guesswork. We have had to hone our skills over the years to become better at defining audience. The nonstop feedback loop directly from my customer gives me all the insight I need to make things better, to improve the service, develop a better product, and enrich the customer experience. We've never had the benefit of this channel before... and now we do.

I see a light at the end of the tunnel.

I have seen the smart Marketers… albeit they are few and far between. The smart Marketers do not live in a vacuum. They see the holistic view of the customer: the customer identity, needs (outside of the product), propensities, and their influences – in context with company specific transactions.

The smart Marketers see the inherent value in information and how it will morph the business plan for better results. The smart Marketers realize that the value of retaining amazing customers is far less costly than acquiring new ones.

The smart Marketers are not necessarily the disrupters. They see value in data and measurement. They see value in going out and finding the right customers as opposed to expecting that they will come willingly.

The smart Marketers choose not to remain complacent and accept the status quo. They are relentless in their pursuit to figure out this "new" customer and what turns their head. And they continue to remain plugged into the customer long after the first purchase. This is what they see as the new normal.

This new collaborative environment is about transparency and giving in to the loss of some control. More importantly, it's about managing the relationship with the customer for mutual benefit… and eventually strong business return. What many businesses have come to realize is that now they don't have to spend inordinate amount of dollars in trying to persuade and sell the customer. Determining what ef-

forts will nurture the relationship with the customer to drive return is now our goal.

Are you ready for what is next?

These new rules of customer engagement represent a seismic shift that will turn everything we thought we knew about marketing on its head. We now live in a world where trust and customer experience come first. It is because of these new rules that marketers of all types need to Evolve, perhaps more than ever before.

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