



# PERFECT Register

GUEST WRITER'S ARTICLE

# CHALLENGES & OPPORTUNITIES FOR THE CMO SUITE, 2010

By Peter Winters

**I**t's a little known fact; of all the executives within the "C-suite," the CMO has the shortest lifespan. Published estimates for average tenure for the senior marketing executive vary from 18-28 months before the position is turned over to someone else.

The job requires the CMO of today to be somewhat like superman; faster than a speeding bullet, more powerful than a locomotive, able to leap tall buildings and with powers and abilities far beyond those of mortal men. And, the larger the enterprise, the more difficult the job description becomes...

For the current CMO January of 2010 marks two significant milestones:

- The end of 2009 (thankfully)
- An emergence of the new norm that requires higher levels of measurement and accountability for the precious marketing dollars included in the budget but often in jeopardy.

Measurement and accountability can be elusive targets because the CMO (*like superman*) wears so many hats. Customer objectives as relates to acquisition, retention and promotion vary from business unit to

business unit. Different sales channels call for different strategies. Customer segments have proliferated and with the onslaught of thousands of daily communications from competitors in multiple media formats today's marketer must find ways to break through the clutter and be more relevant if they hope to be noticed and convert business opportunities.

Whether it's **B-2-B** or **B-2-C**, the marketing promotions cycles of **awareness-consideration-preference-loyalty-and advocacy** remain a constant requirement. As to the "cost of acquisition" and facilitating and synchronizing of multi-media formats, the whole notion of measurement and accountability to justify performance (*and the value the CMO brings to the organization*) can seem like a daunting task. And, whether the CMO is the scapegoat of a larger symptom or not, the fact remains; it's an executive position of unusually high turnover.

In my travels, I have come across many organizations that claim to have some levels of marketing innovation in place to address the challenges and opportunities of today's marketplace. However, most organizations fall short of achieving increased ROI, measurement and efficiency

because of one primary factor. They lack of relevant customer data that can be efficiently acquired, stored, used and reused in follow-up communications in varied subsequent marketing cycle engagements.

As marketing evolves, there's a growing trend towards building message relevancy; the ability to be "more on point" with communications as opposed to "one size fits all" messaging. It's a statistical fact, message relevancy increases marketing "Return On Objective," plain and simple. And, message relevancy can be executed and measured across multiple platforms in an efficient manner even in the cases of "communicating to a customer of one."

The opportunity for the marketing executive lies in the strategic starting points, execution requirements and the measurability of communicating differently, i.e., becoming more customer centric, in your marketing communications.

That same message relevancy, proven to increase customer and prospect conversion rates, can be tested and measured across various marketing medium and

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Figure 1A: Illustrates the new norm where the vendor community is part of the accountability process.

## PRESIDENT'S CORNER

## NO RISK, NO REWARD

By George Schnyder

*There are times in our lives when you just can't "dip your toe" in the water and this is one of them. Sometimes circumstances dictate that you just "gotta" take a chance and "jump in with both feet."*

*“Either you will go through this door or you will not go through. If you go through there is always the risk of remembering your name. Things look at you doubly and you must look back and let them happen. If you do not go through it is possible to live worthily, to maintain your attitudes, to hold your position, to die bravely. But much will blind you, much will evade you, and at what cost who knows? The door itself makes no promises. It is only a door.”*

—Adrienne Rich (1962)

I recently attended the Bat Mitzvah of a close friend's daughter. Having grown up with Reformed Judaism, I'm not accustomed to 3-hour services. But through the very-moving three hour ceremony, I couldn't help returning to a passage on the very first page we opened to in the prayer book. That's where I found what I've quoted above. At the end of this you will find an older, somewhat less-poetic version of what I interpret as the same concept.

Even the most pessimistic of us has to, in some way, feel a twinge of optimism as January and the new year approach. Our economy is indeed so affected by perceptions that perceived optimism often becomes self-fulfilling; here's hoping! Having completed what for many was a very difficult year financially and certainly one of the worst years the economy of this country has experienced in our memory, 2010 couldn't come at a better time.

It is so difficult psychologically after taking

the "spanking" many took this year to take a chance on doing something new and different with no guarantees of success. And yet for the Teddy Roosevelt "wannabees" of the world, it's just as scary to continue down an unchanged path and expect or hope for different results (*Teddy's contemporary Albert Einstein has a special diagnosis for that called "insanity"*). It seems trite to reiterate that "change is scary." Intellectually we know it's a given that we have to change, but it's, oh-so-uncomfortable! But if change were easy, clearly there wouldn't be such a premium paid to those that can successfully implement it.

For some businesses and industries, change is not an option and from the research I've read recently, the printing industry is one of them. Research and resultant interpretation of the data often differ. PIA/GATF research is certainly more optimistic than that of the Winterberry Research Group whose white paper I paraphrase:

1. The marketplace for print is contracting, a commoditized industry with overcapacity.
2. 2009 thru June saw a reduction of 22% (\$8.7BB) vs. January - June of 2008.
3. Print industry Capacity utilization hasn't seen the accepted norm of 80% since Q1 2007. Q1 & Q2 of 2009 is experiencing 65% utilization.
4. 40% of Marketers surveyed indicate they plan to divert investments in direct mail toward online options and no other marketing medium is being abandoned by such a high percentage of marketers.
5. **"Long term prospects for production providers who offer little besides print will be fundamentally limited."**

The 21st century's first decade saw in its final year, the closing of a variety of print facilities. The message is clear. "One size fits

all" direct marketing, as facilitated by big web presses capable of producing the same images by the millions, is not going to see significant growth in the decade to come. Those of us that are heavily invested in such equipment need to find a niche other than direct marketing that requires mass production of print or, indeed if we stick with direct marketing must provide additional ancillary services to direct marketers.

I am encouraged by the final point below made in the Winterberry white paper.

**6. "Production Companies are generally skilled in handling complex projects and addressing fast changing client needs."**

Providing an array of technology services to direct marketers requires a different, more consultative sales approach than printers have traditionally provided. It requires a higher level of knowledge and expertise. The good news is that by nature printers are process- and detail-oriented. That puts us in the "cat bird" seat as we augment our product and service offerings. We can successfully deliver synchronized, "one-to-one" messaging for direct marketers, hungry for the 21st century tools that accurately measure campaign results and associated Return on Investment from their marketing initiatives. At the same time Digital Print, predicted to grow 20% over the next 10 years, provides a great opportunity for printers to parlay our expertise in color management and serve those marketers focused on unique "one to one" messaging. Those are the opportunities that IBS Direct has been

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working on for over a year, and will proudly unveil early in the first quarter of 2010. Stay tuned — there's a lot goin' on around here!

There are times in our lives when you just can't "dip your toe" in the water and this is one of them. Sometimes circumstances dictate that you just "gotta" take a chance and "jump in with both feet." But then, isn't that what makes life interesting? ➔

“*It is not the critic who counts: not the man who points out how the strong man stumbles or where the doer of deeds could have done better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood, who strives valiantly, who errs and comes up short again and again, because there is no effort without error or shortcoming, but who knows the great enthusiasms, the great devotions, who spends himself for a worthy cause; who, at the best, knows, in the end, the triumph of high achievement and who, if he fails, at least he fails while daring greatly, so that his place shall never be with those cold and timid souls who knew neither victory nor defeat.*”

—Theodore Roosevelt



George  
Schnyder

## EMPLOYEE OF THE YEAR



Rick Fritz presents the Annual Employee of the Year Award to Customer Service Specialist, Stephanie Borely. Nominated and voted for by the employees of IBS Direct, Stephanie has only been with the company for 2 years as opposed to some of the other nominees who have been with company for many years. Her exceptional attitude toward her co-workers and clients alike and the high standards she sets for herself made her stand out in front this year. Congratulations to all the nominees.

## THANK YOU IBS DIRECT!



For many years, Family Services' families have been grateful recipients of holiday support from the generous staff of IBS Direct. From Thanksgiving baskets to a variety of toys and games for the Holiday season. The staff at IBS Direct has kindly given of their time and financial resources to over forty families served by Family Services in the greater Norristown community.

This 2009 Thanksgiving season was no exception to IBS Direct's good will. Even though IBS was hit by the economic recession bug, the staff was able to fill four Rubbermaid tubs to the brim with Thanksgiving goodies that could feed Family Services' families for a week or more. That has been the IBS Direct way of giving during the Thanksgiving season – which is to purchase baskets or bins, fill them with nutritional meals for not only 'Turkey Day' but for the week that follows. The families not only receive healthy food but a durable storage container as well.

And IBS Direct to the rescue again, with a wonderful collection toys and games for Family Service families once more this 2009 Holiday season. The toys collected were added to an allotment of toys and gift items delivered by Toys for Tots. As we have done in previous years, we have given those families in need, who have experienced any program of Family Services, i.e. FAST, Project Hope, Guiding Good Choices, Love and Logic, an opportunity to shop for their children. This year, the shopping was done at a community church in Norristown. Thanks to IBS Direct and Toys for Tots, over eighty Family Services' families were served.

We thank you, IBS Direct for your continued support, and your true understanding of the challenges our families face in managing basic needs.

Oglatha S. P. Ingram, MSW

Social Worker  
Family Services  
3125 Ridge Pike, Eagleville, PA 19403





## Michael (Gigi) Jackson ... TAKES 1st PLACE

1800's Bathing Beauty, Spagetti Head and Black-Eyed Peas ... joined Michael (Gigi) Jackson at the **2009 Halloween Lunch** hosted by the Social Witches of IBS, with help from the local goblins!

### GUEST WRITER'S ARTICLE

*continued from the cover*

tested against traditional investments. This gives the innovative thinker the opportunity to justify the efficacy of alternative marketing communications.

An illustration of the new norm where the vendor community is part of the accountability process can be thought of as Figure 1A on page 1.

Companies like Honda, Disney, Xerox and British Airways that have all published results of increased performance and streamlined efficiencies in their marketing efforts followed similar patterns for getting started with enhanced marketing innovation technologies. As with most technologies, these opportunities get better and less-expensive over time, affording smaller organizations the opportunity to capitalize on the following marketing innovation path. The common denominators include:

- Examination of objectives from business unit to business unit
- Understanding of process variations across business units, sales channels and marketing cycles.
- Consideration of customer-centric opportunities, their potential likelihood, value and timeframe of achievement, as new forms of marketing communication are developed
- Strategies for building and increasing the quality and quantity of customer interactions

### about Peter Winters

Peter Winters is an industry-thought leader in the space of emerging marketing tools and technologies designed to help companies get closer to their customers and increase marketing performance and logistical efficiency. Peter speaks nationally on the subject of marketing innovation and is one of the executive leaders in IBS Direct's soon to be announced IBS Framework Division. Peter can be reached via email at [pwinters@ibsdm.com](mailto:pwinters@ibsdm.com).

- Process for comparing two-way message relevancy against traditional mass-marketing communication investments
- And of course, a functional and flexible "marketing CRM engine" that supports message relevancy achievement and measurability, and integrates with all marketing platforms.

As with any kind of change, structured plans and proof of concepts are requirements to justify results through experimentation. Moving towards a more "customer-centric" messaging strategy is not something that happens overnight.

However, there are proven methodologies for establishing priorities and sequencing events with a "structured flight plan" that can guide marketers as their accelerated efforts to achieve the "new norm" of customer centric relationships becomes reality. Stay tuned for future articles in which we'll detail some of these sequential structures!

## BIRTHDAYS

### JANUARY

10<sup>TH</sup> John Geiger

### FEBRUARY

4<sup>TH</sup> Mike Crouse  
7<sup>TH</sup> Donna Mastrangelo  
14<sup>TH</sup> Russ Kreider  
22<sup>ND</sup> Ian Kelsey  
26<sup>TH</sup> Russ Kreider Jr.

### MARCH

1<sup>ST</sup> Linda Nigh  
5<sup>TH</sup> Rich Atchison  
5<sup>TH</sup> Kimberly Houston  
8<sup>TH</sup> Tom Comerford  
9<sup>TH</sup> Mayer Schnyder  
13<sup>TH</sup> Mark Christiansen  
16<sup>TH</sup> Ashley Kipp

## ANNIVERSARIES

### JANUARY

9 YRS Deb Miller-McTavish  
10 YRS George Smeddy  
16 YRS Joe Hayden

### FEBRUARY

6 YRS Mark Christiansen  
6 YRS John Geiger  
13 YRS Donna Mastrangelo  
24 YRS Jeff Harpel

### MARCH

3 YRS Christine Hanson  
6 YRS Rich Atchison



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