[INTRODUCTION]

[0:00:07] DC: Welcome to B2B Marketing BS.

[0:00:11] GR: Where BS stands for Behavior and Strategy.

[0:00:15] DC: I'm Deborah Corn, the Founder of Print Media Centr and the Executive Director of Girls Who Print.

[0:00:20] GR: And I'm Gee Ranasinha, Founder of KEXINO and a Behavioral Science and Marketing Strategy Consultant. Most marketing conversations focus on what people do, not why they do it. In this podcast, we'll explore marketing through the lenses of behavioral science and strategy.

[0:00:39] DC: Each topic unfolds over three conversations, examining human behavior, business behavior, and the real-world consequences that follow. Together we'll challenge assumptions.

[0:00:52] GR: Question conventional wisdom.

[0:00:54] DC: And explore what actually works in the marketplace from behavior and strategy to results with no BS.

[EPISODE]

[0:01:04] DC: Hey, everybody. Welcome to Podcasts From the Printerverse. This is Deborah Corn, your Intergalactic Ambassador. Today we are here with the B2B Marketing BS Episode 2 in our three-episode arc, exploring the topic, Marketing People Forget. In our first conversation, we covered Attention Isn't Memory, and we explored what must happen for attention to become something that people remember. In this episode, we're shifting from human behavior to business behavior. Gee, what does that mean?

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[0:01:42] GR: Hi, Deborah, firstly. Last time, we talked about that seeing something and remembered are two very different things. The obvious next question is why businesses keep treating exposure as if it was proof that their marketing is working? I think the answer has less to do with anyone being stupid and is more to do with what's easy to count. Since exposure is easy to measure and it's easy to turn up in the report the next morning, while actual memory builds up slowly, consistently inside a buyer's head, and that memory is not linked to any single particular marketing effort we're doing. It's as the culmination of a number of different touch points.

Faced with one number that arrives on time and another number that can't even be tangibly measured, what we tend to do is what companies always tend to do, which is manage the number that they've got and assume the other one is either not important, or is taking care of itself. I think it's important here to mention the distinction I'm making between efficiency and effectiveness.

Okay, so in my mind, efficiency tells us how fast we're burning through the budget, basically. How many responses come back? While effectiveness tells us whether we changed what somebody would have otherwise bought, since we can get plenty of responses back without anybody actually buying anything.

[0:03:08] DC: But that's literally how all businesses measure things, isn't it?

[0:03:13] GR: Well, who was it? It might have been an Einstein quote, where just because something's easily measurable doesn't mean it should be measured. Sometimes the hard stuff to measure is hard for a reason, and we have to work out ways to measure the hard stuff, even if those marketing software dashboards that we're told to follow don't fit in with that worldview. I think that's the importance, because we've all got the same tools, haven't we, today?

Let me ask you, when you speak to a printer and that printer tells you that as far as they're concerned, their marketing is working. It's working well as far as they're concerned. When they say that marketing is working, what number are they usually pointing at?

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[0:04:00] DC: I think that they associate it with sales, without any concrete proof that that is why sales have increased, or decreased.

[0:04:12] GR: Right. They can't draw a straight line between.

[0:04:14] DC: No, but they think it's because marketing did something.

[0:04:19] GR: I mean, when I speak to print owners, or senior executives, and I don't speak to anywhere near as many printers as you do. But when I speak to them, they say, “Oh, yeah, yeah, yeah. Our marketing is great as this.” They say, “Look at our page views, look at our likes, look at our followers, look at our email open rates.” All of these things that they're measuring is an exposure number. An exposure doesn't equate to a prospect inquiry. Pretty much every number in a standard marketing type report, all of these dashboards for these marketing systems that ask you to spend fortunes on is actually just a delivery receipt. It just tells us that the message left the building. It doesn't tell us whether anything arrived at the other end.

If you look at email open rates, right? Well, we used to work with a very large printing company in the Midwest, and they used to do a lot of email blasts. They used to love looking at the email open rates and the clicks. All of those stats that come off with the email, the bulk email services that you can think of a half a dozen, as can I. If you look at email open rates, okay, since Apple changed how the mail app works in 2021, okay, a big chunk of the opens, or what the software classes as an open is just the phone downloading the email. It's a false number. It's a false positive and open, okay? Just as you're scrolling and the title appears, you haven't even clicked on it. Just that rendering is classed as an open. We're celebrating an open rate that includes people who've never actually even looked at the email.

Social media is the same story, right? Since reach and impressions measure how many feeds our post was served into, which, as we know, is a completely different thing for how many people actually spent the two and a half seconds it takes for anything to actually stick and go into their memory. I don't want to go off onto a tangent and go too far into economics, but there's an old idea for economics called good hearts law, okay? It is very well-known and most marketers know it. In fact, and it says, when a measure becomes a target, it ceases to be a good measure, because we're optimizing for the result, regardless of what we're feeding in.

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If the marketing team is judged by clicks, then they'll deliver clicks, right? It doesn't matter whether a single buyer remembers who we are. We've done our job. You wanted a thousand clicks, we got you a thousand clicks.

[0:07:05] DC: Right. We'll get you 10,000 followers. Great. Of bots. Thank you so much. Yeah. Appreciate it.

[0:07:11] GR: Yeah. 20 bucks will get you 10,000 followers, right? But they're not going to engage. They're not even human, half of them.

[0:07:17] DC: No.

[0:07:20] GR: Another thing that bothers me – Lots of things bother me, Deborah, right? But that's a different story.

[0:07:25] DC: That's why I like you.

[0:07:27] GR: But one of the things that bothers me is the definition of a lead. Or the marketing department calls lead versus what a sales department calls a lead. This is the root cause of much of the friction between why sales hates marketing, marketing and sales, and is what each person calls a lead, okay? In B2B marketing, a lead is classed as somebody filled in a form, or somebody downloaded a PDF. That's not a lead, is it?

[0:07:53] DC: A warm body.

[0:07:55] GR: Yeah. Maybe tepid, not even warm.

[0:07:59] DC: Yeah. No, but I get it. Yeah. I scanned their bench, they're a lead.

[0:08:02] GR: Right. It could mean a future customer, or it could be a competitor downloading our new case study. It's total nonsense. Firstly, we measure whatever is easy to measure. Then we disregard what we don't measure. Then we presume what we can't measure isn't important.

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[0:08:23] DC: Right. Well, if we're not measuring it, it doesn't matter.

[0:08:27] GR: Then finally, we say that it we can't be measured, it doesn't exist.

[0:08:31] DC: Yeah.

[0:08:32] GR: Memory sits squarely on the wrong side of that line, right?

[0:08:34] DC: Yeah.

[0:08:35] GR: Inside it goes from hard to measure to doesn't exist and nobody's ever flagged it up. While the impression charts still tell us that we're doing great. It's crazy. Memory doesn't behave like that, because it moves slowly. And it isn't something that you can attribute to that LinkedIn post that you put last Tuesday, because it makes a terrible number to take into a monthly meeting, where somebody wants to know what they've got for their money. What we end up doing is having a reporting system that rewards activity and a marketing team that's perfectly rational to keep feeding that activity, even when everybody's involved knows that the numbers aren't telling them much about anything.

[0:09:21] DC: It's so interesting how ingrained these processes are in our beliefs when –everything you just said is absolutely true. I mean, you might have heard it referred to as vanity metrics.

[0:09:37] GR: Yes.

[0:09:38] DC: Which is what Gee is talking about here.

[SPONSOR MESSAGE]

[0:09:41] GR: Your print shop runs like a finely tuned machine. From job ticket to shipping, print production just works. Which isn't worth much if it's a Tuesday afternoon and phones are not ringing. A poor sales pipeline is an input problem, not an output problem. Why do our customers pick us? Where do we find the ones who've never heard of us? Printers who can answer these

questions are the ones buyers call before the quotes go out. Everyone else gets asked about price. KEXINO works with you to extend your reach, generate leads and close more business. Find us at kexino.com. That's K-E-X-I-N-O. Because nothing's going out if nothing's coming in.

[EPISODE CONTINUED]

[0:10:27] DC: I can't disregard anything that you've said, but I also wouldn't go fully on the you don't want to be visible, because visibility is repetition. But it does boil down to what you are speaking about, to the effectiveness part. At what point does repetition reinforce a message, or a branding, a brand statement? At what point does it make the message easier to ignore? It's like a catch 22 with that.

[0:11:03] GR: I think a short answer is repetition keeps building a buyer's memory long after we're absolutely sick to the back teeth of it. While buyers learn to ignore the tired formats that everybody else in our category is using, our competitors are saying, okay? It's like the textbook wearing and wear out curve. Okay, the reason marketing teams get twitchy about running the same campaign for too long is because they think everybody's getting bored of it. As we said in the last episode, when we have just starting to get bored of it is the time when our customers are starting to take notice of it.

If you're sitting in a box being exposed to this 24/7, 365, it's nothing to do with the way a marketer just happens to bump into our marketing in the real world. It is often accidental. In the real world, we forget that the people who are most exposed to a marketing is us. We're the ones who write it. We're the ones who approve it. We're the ones who see it every single time we open our own LinkedIn page. By the time it's been live for a month, we're sick to the back tooth of it, right? Well, a buyer maybe have seen it maybe once. I'm still amazed how – I mean, I live on LinkedIn and I think you do too, right?

[0:12:26] DC: Correct.

[0:12:27] GR: Like we talked about last time, right, there are plenty of campaigns that anybody who's vaguely exposed to media can recite from memory, right? We talked about the GEICO, Gecko, or the McDonald's audio jingle. Clearly, there's nobody at GEICO or McDonald's has

decided, "You know what? Our audience must be really sick to death of that frigging GEICO Gecko, right? Or the blah, blah, blah, blah." No.

[0:12:54] DC: "You know what? I'm really tired of that mouse," said nobody at Disney.

[0:12:59] GR: Right. Then if we take that and we look at our own, what are we always, going to say, the Coca-Cola Christmas ad, right? It's the same ad for 20 years.

[0:13:09] DC: Yeah. I remember the polar bears. First it was one polar bear. Now it's a polar bear and his –

[0:13:14] GR: And the family. Right.

[0:13:15] DC: Yeah. Giving him a Coke.

[0:13:18] GR: If you look at our business through that lens and you look and say, you know what? That delivery truck could do with a new coat of paint. It's still got the old logo on it, right?

[0:13:29] DC: Yeah.

[0:13:30] GR: Nobody's ever suggested repainting it, because customers must be bored of seeing it. Since everybody understands that the truck is now half the town knows who we are. Yet, the same business will redo its brochure, its email template, and it's LinkedIn look every year and a half, because the people who made them got tired of looking at them. The truth, consumers don't get tired of ads. The marketers get tired of ads. Consumers get tired of bad ads.

[0:14:01] DC: That's true. But we are framing this podcast around B2B business. They are consumers. They are consumers, but they're customers.

[0:14:12] GR: Clients. Yeah.

[0:14:14] DC: Yeah. Clients. I'm guilty of it too, because I cannot think of one thing in this industry that fits the mold of what we're talking about that the consumer brands do. I think the purpose of this podcast is to look at that and say, "How can we do something like that?"

[0:14:36] GR: The thing is B2C is so far and away more advanced than what B2B is.

[0:14:42] DC: And fun.

[0:14:43] GR: And fun. Right.

[0:14:45] DC: You could be fun.

[0:14:46] GR: Yes. The thing is B2B can be fun, because we're still marketing to people. We're not marketing to companies.

[0:14:54] DC: I know. But how many IT companies are fun out there? I mean, I would love to see a fun, disruptive – I can't think of an example, but just something disruptive from any of those people. Aren't they allegedly speaking to their audience? Don't they do research about their audience, and what would resonate off of their audience?

[0:15:18] GR: Listen to yourself. Hell, no. Through research, they couldn't spell research, most of these people.

[0:15:25] DC: Let's just use printers as an example.

[0:15:28] GR: Okay.

[0:15:31] DC: I'm giggling, because we're using printers as a marketing example. They literally know who their customers. They know who they are. They could call them on the phone if they wanted to. They know what they're printing.

[0:15:41] GR: Yes.

[0:15:42] DC: If they're printing for a advertising agency, or marketing agency, or independent designer, they know who their customers are, because they're printing their materials. You would have to assume that there is some sort of, at least wheelhouse that they need to be in for the goal of attracting more people like the people you're already serving to be customers. That is the formula I believe is ingrained in any marketing presentation I've ever heard.

[0:16:18] GR: You would think. You would think.

[0:16:23] DC: You would think.

[0:16:24] GR: The thing that gets me about printers is they are exposed to some of the most creative, effective, knock-on dead, attention grabbing, memory evocative materials on the planet.

[0:16:40] DC: That win awards.

[0:16:42] GR: That win awards, right? That clearly work effectively. It's like the shoemaker's kids who have no shoes. It's like, there seems to be some kind of gap between what they're taking in and what they can output. I'm not quite sure why that is.

[0:17:02] DC: That's actually a great idea. I can only say that in the numerous exponential conversations I've had about this, our job is to print and dial for dollars. That's still what they do.

[0:17:18] GR: Sure.

[0:17:18] DC: As long as that press is running, everything is fine. That press isn't running, I don't believe there is a, "Okay, everybody. Let's get our branding under control. How are we communicating with people. Let's ask our best customers why they work with us. Let's ask three customers who left us recently why they left us. Let's come up with a new plan and let's communicate differently to everybody." They just get in the room and someone starts screaming, "If we don't make sales around here, you're all getting fired." How do we apply this to those situations?

[0:17:58] GR: The takeaway is that basic format, that concept, I think, has validity. Forget the arithmetic. We just need to say that our message needs to be repeated more often than we ever think is necessary. We need to spread it over months, or maybe even years while we need to count the times buyers notice it, or instead of just counting the times that we've sent it.

[0:18:22] DC: Or the likes on it.

[0:18:25] GR: Or the likes, or the reposts and all that stuff.

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[0:18:31] DC: Supporting professional growth is good for people, and it's great for business. When you sponsor Girls Who Print, you're helping to deliver mentorship, leadership development, and career advancement tools to women across the print industry. Our annual sponsorship packages are designed to fit companies of all sizes with benefits that align with your goals, support equitable workforce development in your company and the industry, and elevate your brand. If you're ready to stand out and step up to support Girls Who Print, visit girlswhoprint.org and download our sponsorship packages today. Empower long and prosper.

[EPISODE CONTINUED]

[0:19:15] DC: Let's say, they do spread out a marketing campaign throughout a month, which to me, by the way, let me just define what I think that means. I think that means that there – if you want to say there are nine key messages that we want to share this year, and here's what it is, and this is what we're going to send out. To me, in between those nine things, everything supporting that current message is what is in the marketplace. Your direct mail is reflecting that message. You're not talking about the first message if you're on the third message.

[0:19:51] GR: Right. If you've got nine things to say, you've got nine campaigns.

[0:19:55] DC: You have nine campaigns.

[0:19:57] GR: You can't shmush them all together and expect people to remember all of them.

[0:20:01] DC: Yes, but I'm just trying to say that it's not just that you're doing things nine times a year. You have nine marketing campaigns and everything around that one of those nine messages. I'm talking email signatures can change. I'm talking, I mean, everything should be reflecting the focus that you have on right at that moment.

[0:20:25] GR: Yes, everything customer facing.

[0:20:26] DC: Yes. There's a lot. I mean, your website can change. Everything should be reflecting that, until you go to the next message and then you update. Obviously, this is all related. You're taking the customer on a journey. There's something to it. But here's where I'm going to push back a little on you. Now we've done that, how are they supposed to measure success if they're not going to use the common things that everybody think measures success?

[0:20:59] GR: This is where the old marketing joke comes in, which is the answer to any marketing question is, it depends.

[0:21:07] DC: Call the client. Oh, okay.

[0:21:10] GR: Okay. It is defining the difference between creating a memory, rather than creating exposure. Unfortunately, there is no single neat number that's easily exchangeable between people for memory. How well is this remembered compared to how well something else is remembered? You can't use pounds, or kilograms, or miles, or Celsius, or something. It doesn't exist. There's no standardized SI unit of memory. What we have instead is a handful of imperfect signals that when we take them together tells us where the buyers are carrying us around in their heads. The first signal is actually pretty analog, pretty basic, pretty Neanderthal really, is simply asking, how did you hear about us?

Like I said, don't make it a drop down. Since drop down gives people the answer that the free text that people have preselected and free text gives us the truth. Also, there's branded search, right? Since people only search for our name, if it's already in their head. There's research that shows that a brand's share of their searches in its category is very close to its market share. It's called excess share of voice. It moves ahead of it, actually by up to a year depending on how quickly we react to it.

A regional printer won't have enough volume to show up in a search on Google Trends, for example. But a number of people searching for our name on Google Search Console, for example, tracked month to month, gives us the same kind of signal. It's Search Console, so it's free. The third thing is Recall. Unprompted recall from people who aren't customers today. What I often advise clients to do is once or twice a year to take a sample of the print buyers that we're targeting and ask them to name the printers that come to mind, without any prompting.

[0:23:18] DC: Yikes.

[0:23:18] GR: Yeah. Tough. You can't handle the truth, right?

[0:23:24] DC: Yeah. Yikes.

[0:23:25] GR: And see whether we're on that list.

[0:23:27] DC: Oh, God.

[0:23:28] GR: If we are, where are we on that list?

[0:23:31] DC: Well, depends upon who you ask, I think.

[0:23:33] GR: Exactly.

[0:23:33] DC: But yeah, scary.

[0:23:36] GR: If we're saying, as marketers, we're targeting this cohort of buyer, then we need to say where – we need to know where we are in the pecking order of that type of buyer. Now, we can sharpen that by asking more questions, like maybe which printer comes to mind for a specific situation. Because if it's a rush job, you may say, “Oh, if it's a rush job, I'd go to this one, instead of that one.” Or you've got a short run packaging job.

[0:24:02] DC: But that means their messaging worked, because I associate that printer with being the one who can handle that through whatever messaging they have been sent out. There

had to have been enough repetition that I recall the actual name of the company, because you can't just search into Google, "Oh, what's that printer that can print really fast?" It'll be like, "Girl, are you kidding me?"

[0:24:25] GR: Exactly. Right. You've hit the nail on the head, because unless we know what we're aiming for, how on earth are we supposed to improve?

[0:24:34] DC: Well, I mean, AI is helping a bit with that, but still a regular civilian is just going to search, "I need a poster tomorrow," and it's going to send them to 1-800-getmepostertomorrow.com. It's really interesting.

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[0:24:47] DC: Get ready to turn up the volume on print. PrintFM is a global internet radio station dedicated exclusively to print and graphic communications, accessible around the clock in every time zone. No more searching across channels and apps. PrintFM brings relevant topical programming from Print Media Centr, Girls Who Print, and an array of industry contributors who bring their own perspectives, guests, and conversations to the mix. PrintFM also broadcasts from industry events, with live shows being scheduled throughout the year. Visit printfm.com to explore our daily programming, event schedules, and opportunities to share your content or sponsor our shows. Expert discussions, real-world insight, and industry voices are just a click away. Listen long and prosper.

[EPISODE CONTINUED]

[0:25:47] DC: I want to wrap this up, first by saying something that I said spontaneously at event once. I was like, "Oh, I'm going to keep this in my memory bank." It's that the visibility effectiveness thing, right? To me, I define a sale when a relationship and a need meet. All the exposure that you get through messaging, through branding, through seeing people's ad events, through seeing great news articles about agencies that won awards and all of that stuff, those people could be having a relationship with you. They could be having a relationship with your site if you wrote a really interesting blog post. They could be having a relationship with your social media feed, because you're always sharing really creative examples, without ever

engaging with you, without ever buying anything from you, without ever making contact at all. Maybe not even liking your post, or following you.

[0:26:52] GR: Sure.

[0:26:53] DC: That doesn't matter to them. But if it's done correctly, when they have a need, they already remember the relationship they have with that company.

[0:27:04] GR: 100%.

[0:27:05] DC: Even though it hasn't manifested yet.

[0:27:08] GR: Yes. This is the essence of, I think, called the 95-5 rule. This is something that came up from a gentleman by the name of Professor John Dawes from the University of Adelaide, Ehrenberg-Bass Institute, which is the former –

[0:27:24] DC: Oh, my God.

[0:27:25] GR: - marketing research university in the world.

[0:27:28] DC: I'm just saying, just the fact that all that was in your memory bank is impressive.

[0:27:33] GR: Yeah, I'm a sad individual. I don't get out much. What can I tell you, right?

[0:27:38] DC: What do they say?

[0:27:39] GR: John tells, right, that at any particular point in time, 95% of the possible target audience of people who would buy your product, or service is not ready to buy at the particular time that they see your message.

[0:27:55] DC: 100%.

[0:27:57] GR: Now, they may be ready next week, next month, maybe next year. But right now, they're not. 5% are. Now, that 5%, 80% of that 5% have already got a list in their head about who they're going to pick. If you choose to spend all your marketing on that 5%, like all of your competitors are doing, you're jostling for position on a list that you're probably not even on. Because on that consideration list, if you're not on there, the chances of you winning the sale are pretty much zero. It's a futile exercise.

Now, that doesn't mean you shouldn't spend any money on that 5% of the people who don't. Of course, you should. But you should be spending the majority of your marketing on the 95% who aren't ready to buy now, but they are ready to buy in the future, so that when they are in that buying phase, they think of you.

[0:28:55] DC: 100%.

[0:28:56] GR: The analogy I use is haircuts.

[0:28:58] DC: Okay.

[0:28:59] GR: If I've just had a haircut and I see a piece of marketing from a barber, a hairdresser, that is a fantastic piece of marketing. It doesn't mean it could be award-winning, jaw-droppingly awesome piece of marketing, right? There is nothing on planet Earth that can persuade me from having another haircut, because I'm not ready for having another haircut, because it takes me a month, six weeks or whatever it is before I'm ready for a haircut. I am not in market. Now a month, six weeks' time, and I'm in the market for a haircut and I'm thinking, "Where do I go?" That's the point at which, "Ooh, maybe I'll go to that new barber, hairdresser that I remember, because they had some absolutely awesome marketing that I remember from four, six weeks ago. But I'm not ready at that time." That's the 95-5 rule.

[0:29:53] DC: Okay. I like that. Gee, this has been a very entertaining and informative episode. As always, we wind it down with the BS breakdown, where you give people listening three things that they could do today to put our discussion into practice. Go for it.

[0:30:14] GR: What I would say is number one, look at your marketing report and split it into two columns. One column is about delivery, the reach, the opens, the clicks and all that stuff. One is for evidence of memory, so branded search, answers to that free text, how did you hear about us, that sort of stuff. Then stop letting the first column become more important for the company than the second column, because it's the second column that actually closes business, even though the numbers don't look so good.

Number two, I would say, count the buyer's exposures before killing a campaign. Oftentimes, a campaign's only just getting started and then we start killing it. Before anybody replaces a campaign before it feels stale, check how many times a typical buyer has actually seen it, rather than how many times we've seen it. Because the answer is going to be a fraction of what we assume. We're sick to death of it, but the campaign is only just started.

Then number three, I would say is to start checking one memory this month, a memory number. Add the free text, how did you hear about us feel to the quote form, right? Then start logging branded searches from Search Console. These things, they cost you nothing. In a year, you'll know 100 times more of whether your marketing is working than any of these marketing platform dashboards will ever tell you.

[0:31:39] DC: Thank you so much, Gee. Today, we've explored the business side of the gap between being seen and being remembered, which is, I don't think it's a gap. I think it's a chasm. In the next and final episode of this three-series arc, we're going to explore the marketplace consequences of the systems, templates, trends, and best practices that make so much marketing easy to produce and easy to forget. Just the word template sets me off there, just to say that.

[0:32:09] GR: The T word.

[0:32:10] DC: Thanks to everybody for joining us. Everything you need to learn more about Gee is in the show notes of this podcast. Please subscribe to Podcasts From the Printerverse where you're listening so you never miss an episode. Until next time, market long and prosper.

[END OF EPISODE]

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