



# MARKETING MAVERICKS OF 2016

The winners of the Direct Marketing News 2015 40 Under 40 Awards are top young marketers charging ahead to innovate in an industry rife with change.





Young. Driven. Unstoppable.

The *Direct Marketing News* 40 Under 40 Awards celebrate exceptional achievements in marketing from executives under the age of 40—and we've found a stellar group of exceptional for 2015.

DMN's 40 Under 40 winners represent the best of the best: young marketers who have helped significantly grow their companies; wowed their clients with creative or strategic plans; and influenced the industry in numerous ways—from rethinking data-driven marketing strategies, to advancing measurement, to guiding their company and clients on mastering new technologies.

Those who nominated these leaders did so with enthusiasm. Consider:

"Coltrane changed the archetype of how a marketer should think, look, and act."

"Danielle is 100% passion backed by ferocious tenacity and a hunger for knowledge. ... I wish I could clone her."

"Cecile is an exemplary leader."

And the praise rightly goes on.

So, who are these young all-stars? Read on to learn more about the *Direct Marketing News* 2015 40 Under 40 winners. —*Ginger Conlon*

BY PHIL BRITT, ANDREW CORSELLI, ELYSE DUPRÉ, KRISTIN LAFRATTA, NATASHA D. SMITH, PERRY SIMPSON, AL URBANSKI



## FIRST JOB, LASTING IMPRESSIONS

CMV 40 (Under 40) Award winners reveal their secret talents, hobbies, and dream jobs. View the video at [dmmv.com/Secrets](http://dmmv.com/Secrets)

# First Job, Lasting Impressions

**IN THE INDUSTRY**  
CMN 40 Under 40 Award winners reveal their favorite trends in commercial real estate. View the video at [dnn.com/ThinkLine](http://dnn.com/ThinkLine)

# Apps That Leading Marketers Love

There are important differences in the use of the Internet in small and large firms in the economy from state, unexamined companies with a single point of contact to variable, dynamic, complex, using single-point production to create a double-dial-in firm to compare with a dynamic dynamic company.

**Defining success:** From this in given my function in market might be the knowledge of those marketing and with an individual in the market. What good is it to a firm to gain the whole view of the market? What good is it to a firm to gain the whole view of the market? What good is it to a firm to gain the whole view of the market?

**Success:** The success in the market is the success in the market. The success in the market is the success in the market. The success in the market is the success in the market.

**Up next:** From a static marketing model, variable firms given and full variable point technology is a game change. It allows to get maximum performance all in the same game means to get maximum performance.

**Success:** The success in the market is the success in the market. The success in the market is the success in the market. The success in the market is the success in the market.

## Profiles of the *Direct Marketing News* 2015 40 Under 40 Awards winners

# The Power of the Marketing Mentor

Marketing  
Inspiration, by  
the Book



# THE 2015 WINNERS



## DANIELLE AVALONE

**VP, Account Services, Lanmark360 Inc.**

Avalone has spent the past 10 years learning what it takes to keep clients happy. "I make sure to always do the best at whatever [task] I take on and never settle for anything less," she says. In fact, Avalone says it's her tenacity and her ability to keep up with digital trends that enable her to meet her clients', her staff's, and the company's needs: "I'm young enough to

know that I should always stay at the fore of digital and adapt to new ideas."

**Defining moment:** The most defining moment that helped propel my career is joining Lanmark360 10 years ago. I came here when I was 24, so in my mind I figured I'd stay for two or three years and get some experience on the agency side. But...I eventually realized that there's just so much opportunity to learn in so many different areas and categories from all the different clients that I work with. And there's so much opportunity to help and be a part of something big.

**Words to live by:** "The vision of a champion is someone who is bent over, drenched in sweat at the point of exhaustion when no one else is watching." —Anson Dorrance

**Strategy shift:** Digital and technology changed everything. With digital times upon us, we realized it was really time to get behind that movement, and a client told us a long time ago that we should be beefing up those capabilities. Since then, that's always stuck in my mind. Within strategy and other areas, it became a big focus.

**Advice to young marketers:** No matter what, always work hard; always enjoy what you do and good things will come.

—Natasha D. Smith



## DAN BARCUS

**Executive Director of Acquisition Marketing, Comcast**

Change is something that has defined the life of Barcus, who grew up in a military family. "I'm used to picking up every couple years and starting over, making new friends, figuring things out, and jumping into new situations," Barcus says. Today, he works to fuel change and drive results.

Barcus was instrumental in moving one of the largest direct mail programs in the country from static, conventional campaigns with multiple print versions to variable, dynamic content, using single-stream production to drive a double-digit lift in response with a dramatic reduction in postage cost.

**Defining moment:** Diana Baldwin gave me my first shot in marketing, taught me the foundations of direct marketing, and made an indelible impression on my career.

**Words to live by:** "What good is it for a man to gain the whole world, yet sacrifice his soul?"

**Strategy shift:** As soon as we beat the champion, we get to work to beat the new champ.

**Up next:** From a direct marketing standpoint, variable data printing and full variable print technology is a game-changer. It allows us to get maximum personalization all in the same print stream to gain postal efficiencies.

**Advice to young marketers:** Have an open mind and approach challenges from a place of curiosity and cleverness.

—Natasha D. Smith





**BRAD BEDOE**  
**Director, Lead Generation**  
**Marketing, Fleetmatics**

Bedoe says that welcoming new opportunities—even when he’s nervous—has allowed him to grow in his career. “One of the biggest professional accomplishments that I’ve had at Fleetmatics is building a marketing team from the ground up that supports roughly 30% year-over-year growth,” he says. “I’m

proud that I was a part of the team that was able to take this company public on the New York Stock Exchange.”

**Defining moment:** When [then-CMO] Brendan Sullivan invited me down to Fleetmatics. It was in such startup mode at the time. The office wasn’t much to look at; there was broken furniture in the corner; exposed wires were hanging out. I thought it was a joke. But [Brendan] took me to lunch; he explained the business plan and the opportunity. And I handed in my resignation that afternoon to CDW.

**Words to live by:** “Every opportunity that you have to interact with somebody is an opportunity for you to increase or decrease his trust in you.”

**Strategy shift:** Top of funnel—that’s a strategy shift for us. In other industries and in other markets, it’s probably more established. But for ours it’s a maturing market, and there’s nobody owning that space. That’s an opportunity for us.

**Up next:** It’s not new, but mobile. It’s so impactful.

**Advice to young marketers:** Find more than one professional mentor.  
 —Natasha D. Smith



**KIRSTEN BJORK-JONES**  
**Director, Global Marketing**  
**Communications, Edmund Optics**

Bjork-Jones says her career is guided by two simple actions: taking time to unplug from technology in the office and truly listening to her customers, colleagues, and peers. She says that those activities have been the keys to her success at such an early age. Her focus on listening has also led to Bjork-Jones launching

several highly effective initiatives, including the Edmund Optics Educational Award (which builds relationships *and* drives leads) and the company’s Preferred Customer program.

**Defining moment:** The decision to move from the Midwest to Philadelphia to attend graduate school was a changing moment for me. It was during this time that I really needed to establish myself as a businesswoman.

**Words to live by:** “Try not to become a man of success, but rather a man of value.” —Albert Einstein

**Up next:** Personalization, personalization, personalization. B2B often looks for the best of the consumer world and uses this for inspiration to apply to the B2B market.

**Advice to young marketers:** Always ask: “How will the customer benefit?” and “Am I truly speaking to customers to address their needs versus talking about my organization?” I’d follow that with have thick skin.

—Natasha D. Smith



**CRISTINA BOZAS**  
**Creative Chief Officer,**  
**Pólvara Advertising**

Bozas insists that digital has changed the way she approaches marketing. “One of the biggest professional accomplishments as a direct marketer was to take the online presence of the largest facial plastic surgery network in the nation, convince the owner that they needed to

do more online, and grow their online revenues from 10 to 40% of their total revenue—in just 4 years,” Bozas says.

**Defining moment:** When I stop being scared of bringing my ideas to the front despite what others thought, and I had the experience to make sure they could be executed correctly.

**Words to live by:** Never settle; push for more because everything can always be improved.

**Strategy shift:** Direct marketing has evolved to a greater level in the digital world with better analytics. Users are establishing new paths to purchases that are not linear but circular, making the user experience an essential part of any direct response effort. So, we’ve implemented digital ecosystems that allow us to have many more touchpoints with our consumers.

**Up next:** The use of mobile devices has significantly changed behaviors and marked many new trends, forcing direct response marketing to adapt and improve tactics in this area. For Pólvara Advertising, mobile tactics are even more important as the Latino population has a high incidence of mobile devices.

**Advice to young marketers:** Being a marketer requires a lot of dedication and sacrifice, but when you love it it’s not a sacrifice.

—Natasha D. Smith



**ADAM BRAVO**  
**Executive Director of Loyalty**  
**Marketing, MGM Resorts International**

When it comes to a winning strategy, Bravo says it’s all about data. “I’ve grown in my career as a direct marketer who doubled as a quasi-data guy—which has served as a benefit in the hospitality and gaming industry,” he says. “In an environment where customer data is

paramount, being able to understand and leverage that data to make marketing decisions is imperative for success.” In fact, being both customer- and data-centric has led Bravo to launch a direct marketing team at MGM whose mission was to personalize the customer experience, and that was so successful his team now oversees the direct marketing messaging for the majority of the MGM brands.

**Defining moment:** In 2008 I was asked to implement new marketing software and train the teams in our regional markets. I had the opportunity to learn our high-frequency business—while living in a hotel room in Biloxi, Mississippi for six months. But it allowed me to step out of my comfort zone and learn a different part of the

business that, ultimately, expanded my skill set.

**Words to live by:** “The real make of a man is how he treats people who can do nothing for him.” –Darrell Royal, former University of Texas football coach

**Strategy shift:** In the hospitality and gaming industry, we’re slowly seeing the key demographic shift from the Boomers to Gen X and millennials; the behavior is vastly different when it comes to gaming and amenities. We have to offer a varying style of options to those customers, and market that experience accordingly.

**Up next:** Mobile everything. We have to accept and adopt that our consumers—and ourselves—are completely mobile; and we have to adapt our marketing tactics to embrace that style of interacting with our brands.

**Advice to young marketers:** You’re not entitled to anything until you earn it; you work hard to build the brands you market, and you should do the same for yourself.

–Natasha D. Smith



### COURTNEY CALDWELL

Founder, The Write One

Caldwell comes from a military family, though she never took the oath herself. Enough of the family discipline wore off on her, however, to accept one of business’s most dangerous missions: getting sales and marketing troops to rally together. “If marketing’s not helping sales keep the lights on, then what’s their purpose?” she asks. As head of global demand gen for Oracle, Caldwell served thousands of product team members. Now she handles one at a time, in insurgent, Special Forces fashion. When not fighting the sales and marketing wars she volunteers with her 14-year-old son, Trey. “We do bingo at the senior center, Meals on Wheels, Habitat for Humanity. I want him to have a world view,” Caldwell says. “And it’s another excuse to hang out with him.”

**Defining moment:** I had dreams of running my own marketing agency but wasn’t sure if my experience was wide enough. My husband, Tye, encouraged me to “jump and grow your wings on the way down!” I haven’t looked back.

**Words to live by:** Leave people, places, and things better off than when you found them.

**Strategy shift:** I now ask for CRM data sets to include closed-won opportunities within the last several months. One client’s sales team doubled its quarterly email and call numbers, but correlations continued to come up negative. What marketing had defined 18 months prior as the target profile had shifted.

**Up next:** Traditional models of buyer demographics are becoming democratized. Marketers are forced to meet expectations that didn’t exist before. I’m working to conceptualize these trends and launch “in-moment marketing” campaigns for a series of clients.

**Advice to young marketers:** When you see a chance to expand your influence—promotion, new job, more direct reports—jump... and grow your wings on the way down!

–Al Urbanski



### JENNIFER CAPISTRAN

Senior Director, Merkle Analytics, Merkle Inc.

Risky business is no problem for Capistran. Her role as a trusted analytics advisor to clients has led to increases in business for significant Merkle accounts—including a strategic account at risk due to changes in its business strategy. Her team has received a Net Promoter Score in the 9-10 range. No surprise, then,

that her leadership on digital analytics projects for another essential account that increased monthly revenues by 60%, while also positioning Merkle for growing its relationship with that client in multiple areas outside of analytics.

**Defining moment:** Back in the first part of my career I had a mentor who expanded the horizon for me when he created a new role for me following a merger and reorganization. The position provided me with more executive exposure, expanding my network and expanding my view of the business world.

**Words to live by:** It takes less time to do a thing a right than to explain why you did it wrong.

**Strategy shift:** Feedback that we’ve gotten is that we need to stay connected across channels and across the teams that support each of them. So, we’ve gotten more focused on uniting the analytics, media, strategy, and technology teams in regular huddles, planning sessions, and result sharing.

**Up next:** Supporting today’s platform marketer, by connecting data—whether its cookie-linking, demographic data appends, or other methods.

**Advice to young marketers:** When you’ve finished the task you were asked to do by someone else, ask yourself what you can do next to make it even better before you call it done—an extra spurt past the finish line can move you further along to one of the best starting positions for the next race.

–Phil Britt



### RACHEL CARPENTER

Global Marketing and Sales Leader, Mercer

Carpenter’s terse summation of success—to always accept new challenges—may seem prosaic. In the case of this young marketing nomad, though, it’s a five-word summation of her career. Majoring in art history in college, she took the recommendation of a professor to look into advertising as a career. (“Most professors were opposed to that,” Carpenter says.) Upon graduation, she completed two internships in her native Columbus: one at the Wexner Center art museum, the other at ad agency Young Isaac. The agency life won out. She was selected for Ogilvy’s associate program and ended up staying for five years as a strategist. She left to get an MBA at Wharton, then spent three years at eBay as a strategic advisor to retail clients before moving on to Mercer, a global human resources consulting company. “It sounds like I’ve done a lot of very different things, but really, it’s all been about strategy and consulting.” Now the mother of 10-month-old Stella, Carpenter focuses her non-work hours on her family and staying fit. But she still gets the easel out and paints when she gets the chance.

**Defining moment:** Early in my career I had a wonderful manager who gave me an enormous amount of autonomy. He staffed me with a team,

made me the lead on several high-profile client assignments, and let me figure things out as I went, which allowed me to grow quickly and learn by trial and error.

**Words to live by:** “Be a leader, not a follower.” My father repeated this to me as a child and, while simple, it continues to be relevant today.

**Up next:** I’m excited about the use of data visualization to improve marketing intelligence and enable managers to make changes more quickly.

**Advice to young marketers:** Always accept new challenges.

—Al Urbanski



### KYLE CHRISTENSEN

VP, Marketing, Invoca

At Salesforce in the mid-Aughts, Christensen was among employees confounded by Marc Benioff’s move to the cloud. “Marc was all about it. ‘Cloud, that’s the word,’ he’d say,” Christensen recalls. “Others thought it was a fad, but it turned out to be an entirely new way to sell contact management solutions. The stones on that guy! I learned

from him to think big, and then think bigger.” That’s what Christensen is doing with call analytics and attribution at Invoca. “People are giving Facebook and Google credit for the calls they’re driving, but what’s lost is the customer voice experience and what happens after they call,” he says.

**Defining moment:** Learning the power of positioning at Salesforce. Launching the Service Cloud product line in 2009, we pinned our entire positioning around social media as a component of customer service. That changed the game for us.

**Words to live by:** “Think bigger.” Too often, we impose limitations on our own thinking. We come up with excuses and reasons for why we can’t do something bigger.

**Strategy shift:** For Invoca, the rate of mobile engagement with our digital marketing is off the charts, so we started investing in ways to allow for easier conversion on landing pages with mobile-optimized forms, as well as easier connections with call-now buttons.

**Up next:** We’re using predictive data technologies to proactively identify and prescreen high-potential accounts that we can target with additional marketing dollars.

**Advice to young marketers:** To really be successful with direct marketing, you need to understand the complete system: how PR drives awareness, which translates into Web visits, which initiates content consumption. The more you know about each part of the process that ends in a sale, the better you’ll be at your job.

—Al Urbanski



### YASMEEN CONING

VP, Head of Marketing, Genesis Media LLC

Coning is all over the place—literally. She grew up in Georgia, went to college in Boston, visits her family in Arizona, and tries as often as possible to make it out to Mammoth Mountain in California for a snowboarding fix. She was heading out the door for a friend’s wedding in St. Tropez when

we spoke. Coning’s wildly active lifestyle includes ambitious goals at work, too. As a manager, she zealously assumes a role in her team’s career goals. “I sit down with every member of the staff and ask them ‘What do you want to achieve for the company and yourself?’” Coning says. “We look at the entire calendar year and map it all out, and then we revisit it every 30 days to see if the goals are realistic.”

**Defining moment:** Driving the rebrand of Demand Media’s flagship property, eHow.com, to position the company for its IPO. Managing numerous variables and stakeholders’ interests prepared me for the road ahead—particularly as I moved on to build other media start-ups.

**Words to live by:** Do a lot of listening. I need to become part of my company’s team before they can become part of mine.

**Strategy shift:** The primary metric for assessing the value of content in the media industry has been traffic. It’s helpful, but it can be misleading. At Genesis, we developed Page Attention Rank, a data-driven KPI that helps advertisers and publishers understand what content actually drives the most engagement.

**Up next:** Attention metrics. Using data to make more informed decisions about publisher content, user experience, and advertising across platforms from online to mobile.

**Advice to young marketers:** Marketing is the engine that drives the train for a business, not the caboose. So, it’s simple: Always be proactive.

—Al Urbanski



### COLTRANE CURTIS

Founder and Managing Partner, Team Epiphany

Yes, Curtis is named after saxophonist John Coltrane and, yes, his dad, John, was a huge jazz fan. That’s not all Curtis got from his dad, who was an ethnic marketing pioneer. What John taught Curtis about marketing continues to guide him and his wife and business partner Lisa

Chu in helping brands as diverse as Cadillac, Evian, and HBO influence consumers. “He used to tell me, ‘You have to position yourself or others will position you,’ so whether we use social or an event to do it, it’s all about positioning the brand first.” Curtis advises brands to approach celebrity marketing with caution. “The chatter,” he says, “is often around the celebrity and the celebrity’s positioning instead of the brand’s.” Will the influence pass to another generation? Curtis and Chu’s three-year-old son has the proper start. His name is Ellington.

**Defining moment:** Working the floor at Ralph Lauren and progressing to Purple Label gave me a great understanding of the fashion business. It helped me to understand how to merge a brand with a celebrity or influencer to create an authentic relationship.

**Words to live by:** “You can make as many mistakes as you want, but don’t make the same mistake twice.”

**Strategy shift:** “Collaboration” is an overused buzzword that is losing value, so we limit collaborations. When we *do* bring brands together to create something powerful, it’s part of a brand strategy, not just an add-on.

**Up next:** I think people are going to go more analog, because they’re inundated in social. They’re so concerned with documenting the moment that they fail to experience it. I think you’ll see more value placed on physical

Continued on page 9



# FIRST JOB, LASTING IMPRESSIONS

**DMN's 2015 40 Under 40 Award winners reflect on the indelible marks their first job made on their future careers.**

Marketing leaders all need to start somewhere. *DMN's* 2015 40 Under 40 Award winners are no exception. These marketing all-stars have career histories as diverse as their current roles and industries. And each has a unique tale of a first job that made a lasting impression on them and an impact on their future career.

## **ALIA KEMET, U.S. Media Director, IKEA**

I started working at 14. My first job I was working at a women's clothing store called Sassafra. They're all closed now. I was a stock girl; the boxes of clothing would come in and I would have to unpack them—lonely and sad in the stock room. After doing that, at 15 the store manager allowed me to start dressing the window. So, I was a visual merchandiser even though I didn't have that title, I was just the stock girl who dressed the windows. I would do all the window displays. From there I became a salesgirl at that same store; I was actually the youngest person to ever reach the highest level of sales.... I'm a marketer, but I'm a retailer, I love retail. I think it's important that you understand the whole process from the time the person walks into the store or goes on your website, and the journey that brought them there, to their whole entire customer experience. To really do good marketing you've got to understand that. Being a retailer since I'm 14, it just has stuck with me. I try to remember that every day: It's not just about the marketing; it's about the whole customer experience.

Read more at [dmnews.com/2015firsts](http://dmnews.com/2015firsts)



## **THE SECRET LIFE OF TOP MARKETERS**

DMN 40 Under 40 Award winners reveal their secret talents, hobbies, and dream jobs. View the video at [dmnews.com/Secrets](http://dmnews.com/Secrets)



and personal engagement—actual interaction versus pseudo-connectivity.

**Advice to young marketers:** Surround yourself with people who inspire you and challenge you.

—Al Urbanski



### **BHUMIKA DADBHWALA**

**Senior Director of Business Development and Partnerships, Drawbridge**

It's not just Dadbhawala's love of DIY projects that make her a crafty marketer. Before working at Drawbridge she held various media positions at Yahoo, where she received the "You Rock" Award for delivering a significant amount of revenue in a short time frame. Her penchant for taking risks drove Drawbridge's first foray into serving ads via connected TV and led Dadbhawala to a promotion after one idea launched an initiative that brought in guaranteed buys for premium ad inventory.

**Defining moment:** While I was at Yahoo I had an opportunity to lead a team.... It was a challenge because I had to learn how to gain respect while managing people who were more seasoned than I was, earn my authority through understanding a little bit more about the business that they were operating, and gain their trust—all the while learning how to manage up, as well as manage down.

**Words to live by:** Don't complain if you don't have a solution for it.

**Strategy shift:** About a year ago we realized that the data we were leveraging to build our identity platform was potentially more useful than [our] media business.... I was tasked with exploring new partnerships and strategies and developing the market outside of the scope of our current business.

**Up next:** Connectivity in our world is no longer limited to a laptop and mobile phone. Technology is evolving into smart watches, smart TVs, and now even smart cars. This presents Drawbridge and our industry [with opportunities] to integrate not just across the standard mediums, but also across newer-evolving platforms and formats. When I think about this, I think about [how] individualization and personalization across these platforms will lead to the success of our company and will also give marketers some new strategies in terms of how they should [target] the key audiences that they need to deliver their messaging toward.

**Advice to young marketers:** Learn the value of relationships.

—Elyse Dupré



### **DONALD J. GALLANT**

**Director of Analytics, Marketsmith Inc.**

Gallant knows the value of hard work. Not only did he climb the ranks from marketing analyst to director of analytics within his five years at Marketsmith, but he also helped fully automate the direct response firm's database and DRTV reports. He did this by co-creating an attribution algorithm that provides the company's clients with

deep insight into their media mix and omnichannel performance. It's not only helping to drive marketing success at those billion-dollar businesses,

it's contributing to Marketsmith's three-year 3,420% growth rate, as well.

**Defining moment:** [Marketsmith has] given me opportunities not only in analytics, but also [in] client services, to allow me to diversify myself as a businessperson in general.... They've tasked me with projects or clients that didn't necessarily relate to my actual title, and I took it, ran with it, and succeeded.

**Words to live by:** One size does not fit all.

**Strategy shift:** We have an annual report with [clients] saying, "Here's where you were last year; here's your growth year-over-year; here's where you're trending right now." At one point someone raised their hand and said, "Where do we expect to be this year?" It's something that we hadn't really thought of in too much detail. So, we went back to the drawing board...I built out multiple dashboards and goal trackers to monitor that performance and growth on a weekly, monthly, and quarterly basis. It allowed us to achieve that significant growth.

**Up next:** One of the biggest opportunities coming up is digital attribution and how you can use that to build out a predictive model of not just reporting...but you're really going to predict what are the actual business expectations, what kind of sales do you expect, [and] what kind of brand awareness should you expect from this media spend?

**Advice to young marketers:** The direct marketing landscape is constantly evolving, and you need to be on your toes and ready to adapt every single day.

—Elyse Dupré



### **AARON GINN**

**Growth Product Manager, Everlane**

Ginn likes a good debate over politics. But when it comes to marketers and customers, he tries to please both parties. In one case of creating a win-win situation, he spearheaded Everlane's integration of Facebook Messenger at checkout; in another he led development of the e-tailer's first mobile app—both of which have dramatically improved customer engagement.

And when a data scientist on his team recommended a required sign-in from customers coming to the site via email, which Ginn thought would be a poor user experience, he ran tests anyway, and conversion rates doubled.

**Defining moment:** Working on growth for the Romney campaign. It was a lot of money, a lot of attention, [and] a lot of users. It's also probably one of the biggest challenges that you can take on working on growth. You want to change the leader of the free world.

**Words to live by:** Good people make good work.

**Strategy shift:** People need to come multiple times to look at something before they commit to it, which makes sense because that's how people shop offline.... Seeing the difference between same-day conversion versus week conversion, the order magnitude to effect is massive. You may focus a ton of energy on same-day conversions and trying to move it from 2 to 2.1%, when in reality you may need [to include] another visit because [shoppers] need to come back one more time. So, then you focus on repeat [visits] the next day, which is a much easier metric to move.

**Up next:** One of the visions of Everlane is to see how you can design a completely 100% online company but still have that emotional and



rewarding connection to the user in a physical way. I'm excited to see how the Internet of Things could possibly fill that void.

**Advice to young marketers:** [Solomon's] "This too shall pass."

—Elyse Dupré



### JUDGE GRAHAM

**President, Sql**

Judge Graham is named after his grandfather—a Houston-based municipal court judge. And it looks like the president of Sql inherited his discretion. Not only did he give the traditional marketing agency an early digital jump start, but he also introduced its core conversion optimization methodology. He's led campaigns for clients using that approach

that significantly increased performance in such areas as conversion rates, click-through rates, and coupon redemptions, while cutting the cost per acquisition. Under his leadership, agency billings have increased 10X.

**Defining moment:** I was coming out [of college] in the Dot-Com Bomb.... The opportunity, or challenge, at the time was [that] nobody really believed in digital marketing. They thought dot-coms were a fad. I just got out there and started selling as much as I could—fighting against the tide of the negativity and nonbelief of digital marketing and Web design and development and really pushed through that, which propelled me to be ahead of the curve and get a lot of experience under my belt as that wave evened out.

**Words to live by:** The harder you work the luckier you become.

**Strategy shift:** We're in such a fragmented time in marketing where different channels get contribution to different results. I was just in a meeting with a client who said, "That's great, but can we prove that [this] actually worked...?" So, understanding truly omnichannel or full attribution [and] really understanding what's influencing and converting for customers is what keeps me up at night and that's what we're working on.

**Up next:** We're super analytically focused, and I think the opportunity right now is to help marketers understand the impact of digital as it relates to offline commerce and sales and being able to track that one-to-one measurement for customers so they understand [that] by using these digital channels, it's actually converting to some offline transaction. So they can start shifting more dollars to digital.

**Advice to young marketers:** Be patient and listen.

—Elyse Dupré



### CHAD HALLERT

**Strategy Director, Noble Studios**

With more than a dozen certifications in digital marketing, Hallert is certifiably awesome. That depth of knowledge underpins his creation of marketing, analytics, and optimization services for Noble Studios that's led to two consecutive years of more than 100% growth—and increased marketing services revenue attributable to

his team to 40% of total company revenue. His efforts are leading to growth for customers, as well; for example, last year his clients saw a

more than 40% increase in organic search traffic.

**Defining moment:** One challenge I've personally had to overcome is trying to be Superman and take on the world. I've had to learn that no matter how smart you are, or how hard you work, there are simply limitations on the impact that any one individual can make. This is where the importance of a team comes in. Rather than saying yes to everything, it's important to align your time as a leader with the efforts that will drive the greatest impact to the organization. Allow your team members to stretch themselves and take on more responsibility and ownership. This has taken a lot of practice, and has made a huge difference in my career.

**Words to live by:** "Is it the 'Noble' thing to do?"

**Strategy shift:** It's going to be a pivot point for the industry once we shift from using last click as a way to evaluate everything to understanding the full impact of hearing a radio spot, seeing a banner ad, doing a Google search, and then coming back via an email before you convert—what that whole looks like.

**Up next:** Right now, I'm totally stoked on website personalization.... I envision five years down the road every person who views a website is going to see a slightly unique experience.

**Advice to young marketers:** Follow your passion; align with the right leadership; and don't worry about money, it will follow.

—Elyse Dupré



### JESSICA HAWTHORNE-CASTRO

**CEO, Chairman, and Owner,  
Hawthorne Direct**

Hawthorne-Castro has always been a TV star—just one that's behind the scenes. She served as a talent agent for what's now WME/William Morris Endeavor, and then worked her way up the corporate ladder at Hawthorne Direct, from account executive to CEO. Considering her focus on trans-

forming data into insight that's actionable, it's no surprise that she continues to position the direct response agency as a leader not just in channels such as direct response TV, but also in data-driven capabilities such as cross-channel attribution.

**Defining moment:** A few years into working at the agency here, I was working full time but obtained my MBA part time.... I was client-facing before; after getting my MBA, I turned my focus internally toward the company...on the corporate branding, the strategic planning, the messaging, and really furthering that forward and taking that agency into the future.

**Words to live by:** Work hard, play hard.

**Strategy shift:** It would be the overall speed at which the world, business, and advertising works these days that's really made me focus on scalability.... It's not only developing internal resources—operations skills, processes, hiring people—but it's also scalability that I can quickly add on external resources, partnerships, whatever it is, to get the needs of our [clients'] campaigns and at the speed at which business operates these days.

**Up next:** We've been building analytics and attribution models for the past 30 years. We're happy that it's now come to the forefront with brand-to-consumer needs. You should be able to have an advertising campaign that's obviously beautiful and delivering the appropriate message, but [is] also effective. You should also be able to report on it [and] deliver



the analytics and KPIs associated with it. That wasn't always the case.

**Advice to young marketers:** Have energy, drive, and enthusiasm, but be ready for hard work.

—Elyse Dupré



### ELIZABETH HOLUB

**Marketing Manager, Interim Manager, Performance Promotion, Carl Fischer Music & Theodore Presser Company**

Like a true maestro, Holub has masterfully orchestrated a diverse career. From orchestra manager and professional classical musician, to publicist and marketing manager, to cultivating orchestral programming, Holub has always been a creative problem

solver and team leader. Today, whether selling music teachers and performers on new products or persuading *The New York Times* to conduct a photo essay and interview on the company, Holub applies curiosity, data, and diligence to accomplish unexpected tasks. In fact, she was able to successfully coordinate the relaunch of the two organization's websites, increasing online revenue by nearly 100%.

**Defining moment:** I was the general manager at the Neponset Valley philharmonic. While I was there, a bunch of restraints occurred and the question was, "Do they pay me or do they pay the musicians?" So, I stepped down; I said, "You need to pay the musicians and we also need to work on a different business model." Having to say, "I love this job but [will step down] to help their future" really made me think about what part of the job I liked. It turned out to be the marketing, so when I was looking for jobs I looked for marketing jobs.

**Words to live by:** My personal motto is if you can do it now and do it well, just do it now.

**Strategy shift + Up next:** I work in music publishing and a big thing we're working on now is that customers want to be able to buy their music and digitally download it. We're all trying to figure out what's the best way to offer digital downloads of music while keeping our copyright integrity. We can't just give it away for free, but we understand that people want to be able to buy sheet music and print it right then. Up next is the software and the hardware to provide that for people.

**Advice to young marketers:** Follow your instincts.

—Andrew Corselli



### JERRY JAO

**CEO and Founder, Retention Science**

Jao, a self-described lifelong entrepreneur and a marketer, founded Retention Science to channel his obsession for helping marketers rethink customer retention and long-term customer value. His passion is to enable marketers to better retain their customers through data science; that is, by making data-driven decisions, and by

using data they already have in-house. Clients have seen upwards of 300% increases in customer retention by taking Jao's approach—along with increases in average order value, conversion rates, and revenue.

**Defining moment:** Being a marketer, the most important thing is about knowing your customers and being able to market a product. I think, having gone through a couple of failures myself, it's clear to me that marketers need to be able to...solve an issue for your customers.

**Words to live by:** One of my favorite quotes is from Henry Ford: "If everyone is moving forward together, then success takes care of itself."

**Strategy shift:** The merge of social media and mobile: [Marketers] pretty much cannot do anything [without having] a social or mobile component, just because they've become such a big part of all of our lives. Everything's going mobile, and everything is 'customer first' and give them information the way they want it.

**Up next:** We're really excited about beacon technology; it's the ability to identify customers' geolocation and then be able to target them and...present relevant information.

**Advice to young marketers:** Love what you do, and be true to yourself; that's when you have your best work.

—Andrew Corselli



### ALIA KEMET

**U.S. Media Director, IKEA**

Kemet's aim is relentless innovation, so she was a proponent of social media and online-branded content long before they were accepted practices. Through her expertise in these areas, IKEA has become recognized as a leader in branded content online. She's led IKEA through a complete digital makeover with data connect-

tivity at the center, which has resulted in an increase in multichannel traffic and sales. Part of her success lies in her ability to galvanize cross-functional teams and inspire colleagues and partners to action.

**Defining moment:** I had an amazing opportunity in college to work for Nike as a campus rep in the Washington, DC area. They'd bring you out to Oregon and you'd learn about branding and marketing; there was no class that could have given me that branding experience—before the age of 20—that I gained working for Nike. It gave me the drive that I have today.

**Words to live by:** Recently I've become obsessed with the idea of disruption; I've seen Josh Linkner speak twice and one of his quotes was, "Disrupt or be disrupted in your industry." That's really important to me because we have to constantly reinvent ourselves.

**Strategy shift:** We've been working with social media for quite some time. What we found was that we were intending our platforms to be for specific reasons, but the consumers are going to decide what the platforms are for. When you look at Facebook or even Twitter, a lot of our customer service concerns were ending up there. So, I launched a program called Socializing Customer Service, not realizing that, ultimately, we were going to have to shift the organizational structure; so, now we're not even in marketing anymore, we're in the call center working on customer call volume.

**Up next:** Personally, it's all about multichannel for us. The customer should be able to make a purchase any way they want to; it's just the way that people shop now.

**Advice to young marketers:** Every day you are either building or subtracting from your personal brand.

—Andrew Corselli



# THE POWER OF THE MARKETING MENTOR

Even award-winning marketers need inspiration. Here, the *Direct Marketing News* 2015 40 Under 40 winners reveal who influenced their career.

One thing the *Direct Marketing News* 2015 40 Under 40 winners have in common is a thirst for continuous learning. They look for guidance and inspiration wherever they might find it. Not surprisingly, mentors have influenced these marketing leaders throughout their careers. Here, they reveal their mentors and discuss what they learned that had a significant impact on their career.

## PATRICIA KORTH-MCDONNELL

Partner and Managing Director, West Coast, Huge

I have two mentors that are also my bosses; that's a rare privilege. Both our CEO [Aaron Shapiro] and our COO [Shirley Au] have been mentors to me, and I've learned very different and complimentary things from the two of them. From our CEO I've learned to trust my gut and be bold; our job is to help carve the path forward, take risks. And from Shirley, our COO, I've just learned to value and respect the people in our organization and assume that they're all as smart and as motivated and responsible for our business as I am—not treat people like employees but treat everyone like a partner.

Read more at [dmnews.com/2015mentors](http://dmnews.com/2015mentors)





**AMRIT KIRPALANI**  
**Founder and CEO, NectarOM**

When it comes to decision-making, Kirpalani is all about data. He uses his knack for analytics to guide not only his approaches to business and marketing, but also the strategies he recommends for his clients. In one case Kirpalani's counsel for a customer loyalty program helps his client increase average order value by 25%. But Kirpalani

knows that data is just the foundation; building an exceptional marketing plan takes collaboration, so he aims to excel at creating connections between associates, customers, and partners.

**Defining moment:** Winning a business plan competition at my previous employer, McKinsey. That ended up setting up my first entrepreneurial venture in the marketing-analytics space.

**Words to live by:** In business and in life, my favorite quote is "Love all, serve all." Meaning we take a serving attitude...[with] clients, and then there's a compassionate way to engage with our team members, how to engage with community, and how to engage with clients.

**Strategy shift:** The wave around data-driven marketing over the past three years has been pretty strong.... Most of the executives we're interacting with have all this information and data but have no clue what to do with it. The revolution is going to be data-driven marketing and how to drive profit and drive better customer interaction using that data.

**Up next:** One-to-one, personalized marketing; nothing, I think, even comes close to that.

**Advice to young marketers:** Be grounded in data, be grounded in analytics, and have enough creative chops around brand [and] using data in a creative manner.

—Andrew Corselli



**PATRICIA KORTH-MCDONNELL**  
**Partner and Managing Director,**  
**West Coast, Huge**

Korth-McDonnell is not one to get complacent. She's not only led clients through digital transformations, she's also transformed herself by working across such disciplines as client services, marketing, project management, and product strategy. She's been a transformational force at the agency, as

well. Her frank approach to communication, get-it-done attitude, and anti-bureaucratic management style has permeated the agency's culture—setting the standard for the staff's work ethic, fostering creativity and teamwork, and encouraging everyone to add their voice to discussions. Korth-McDonnell's determination and leadership has been integral to the agency's growth from a 13-person shop in Brooklyn to a global behemoth with more than 1,200 employees.

**Defining moment:** Joining HUGE about 10 years ago.... I interviewed with HUGE and didn't get the job. I basically stalked them—I applied for everything. I think I went in four or five times for different interviews. During that period our project manager had to hire and fire two different project managers, both of which came out of more traditional

agency backgrounds. She finally said to her bosses, hire that woman who keeps showing up because I at least know she will work her ass off for this opportunity. That's how I got the job; it took me almost a year.

**Words to live by:** Less talk, more rock.

**Strategy shift:** What I've seen happening over the past years is a bit of a return to the idea of wearing multiple hats and having more of a generalist approach, as well as a specialist major...and a more focused, enabled, and empowered product methodology-oriented team.

**Up next:** We're getting to the point now where technology is smart enough and our ability to capture data passively is powerful enough that perhaps we can deliver on the dream of effortless personalization—where we walk into a store and it does know who you are and what you want, and does remove some of the choice that we're faced with today, without [the shopper] having to actively do anything. That's something we're seeing a lot.

**Advice to young marketers:** Work your ass off.

—Andrew Corselli



**JAMIE LAROSE**  
**VP, Digital Marketing, Home**  
**Lending, Wells Fargo**

In the fallout of the Great Recession, many professionals strove simply to maintain the status quo to keep their jobs, even at the cost of innovation. LaRose is not one of those people. After years cutting his teeth in the attrition-wrought agency world, he rose to marketing excellence through a

fearless pursuit of innovation and a lucid approach to experimentation and pivoting. The impact of LaRose's talent reverberates through Wells Fargo and other leading companies: He built the roadmap for and implemented Bank of America's mobile marketing, optimized the enterprise CRM strategy at Baker & Taylor, and led the initiative to create journey maps by customer segment at Wells Fargo.

**Defining moment:** When I was laid off. [Being laid off] made me realize that I can overcome adversity fairly quickly after losing a job, which in turn gave me confidence to challenge the status quo and push boundaries without the fear of losing another job.

**Words to live by:** "Do or do not; there is no try." —Jedi Master Yoda

**Strategy shift:** When I asked numerous leaders from different departments—including sales, technology, and marketing—what the customer experience was for a particular segment, I received many different answers. I realized that to deliver the best possible experience for our customers we had to crack the silos, develop a common understanding of the actual experience, and optimize touchpoints where applicable.

**Up next:** It's mainly about customer data for me. Companies now have the ability to capture, synthesize, and enable huge amounts of customer data to make them smarter marketers and better businesses overall. I encourage my team to find ways to leverage new and existing customer data points to better segment and personalize customer touchpoints and experiences.

**Advice to young marketers:** Be fearless, challenge the status quo.

—Perry Simpson





**DONALD PATRICK LIM**  
**Chief Digital Officer, ABS-CBN Corp.**

As the founding president of the Internet and Mobile Marketing Association of the Philippines (IMMAP), and a creator of the IMMAP Digital Code of Ethics, Lim has been a pivotal force in the Philippine marketing industry. And as the chief digital officer at ABS-CBN, Lim's marketing acumen has helped the company ascend to

its position as the country's largest digital media player, as well as being ranked 7th globally in terms of biggest media publishers.

**Defining moment:** When I was given an opportunity to become CEO of a bleeding-edge Internet company. It was an opportunity for me to run my own ship, and also to learn the tricks of the trade on digital, which was an emerging industry at that time.

**Words to live by:** Carry yourself in such a way that when people are sitting, you would be standing; and when they are standing, you will stand out; and when they stand out, you will be outstanding; and when they dare to be outstanding, you will be their standard.

**Strategy shift:** The rise of social networks and the use of apps prompted me to have my digital team create a passenger safety app called PASAHERO. I leveraged the fact that 90% of Internet users are on social networks, and developed a mobile app where people can press an emergency button on their phone, and immediately their social circles are alerted that they are in an emergency.

**Up next:** I'm excited about the uptake of digital technologies by people when they consume media. My role is to ensure that I prepare my organization for the second curve of business and to disrupt itself by continuously innovating to address people's changing needs.

**Advice to young marketers:** Challenge the status quo. Try more than others would. Fail more and fail forward.

—Perry Simpson



**GREG MAZEN**  
**Director of Creative Services,**  
**Boy Scouts of America**

It takes copious talent to successfully navigate the politically charged world of nonprofit business. Mazen has talent to spare, but his commitment to integrity is what makes him a standout marketer. In his time with the Boy Scouts of America, Mazen has updated its overall marketing

strategies, which includes writing a 50-page book on the history organization that has become a marketing centerpiece; helped penetrate new markets, leading to a 16% increase in new membership; and acted as a beacon of innovation for nonprofit marketers everywhere.

**Defining moment:** Being unemployed. I had a B.A. and a master's and didn't have a job. It wasn't a good feeling. I met someone who happened to be a recruiter. She ended up basically giving me a job doing some freelance marketing work. From there, I met the Boy Scouts executive for the Dallas-area council. He was impressed with the work I'd done with his friend's agency, so I was offered a position here at the Boy Scouts office.

**Words to live by:** I believe in professional integrity, and do everything with that in mind. I believe in holding myself accountable in everything I do.

**Strategy shift:** I was venting to a friend about the way marketing goes with the Boy Scouts. She gave me pointers on how to move the organization forward through innovative marketing. During a meeting [after that conversation], something told me to stop and give an elevator speech about innovation and staying current. It ended up being a huge success.

**Up next:** Remarketing has me the most excited; making people think about purchases several times, instead of denying it just once. Remarketing is going to make a huge difference in several industries, especially ours.

**Advice to young marketers:** Take risks.

—Perry Simpson



**BETSY MILLER DAITCH,**  
**Senior Marketing Manager,**  
**Investment Management,**  
**S&P Capital**

Miller Daitch discovered her love for marketing while working as a financial advisor. She quickly gained the attention of marketing professionals in the financial sector, and eventually landed a position in marketing. Her commitment to inno-

vation led to groundbreaking work in social media marketing at S&P Capital, work that catapulted Miller Daitch to her current position, where she continues to redefine marketing in the financial sector. Her work on the company's social media task force led to sharing about 1,700 posts in 2014 across S&P Capital's social channels that reached more than 19.8 million people and generated 17,500 engagements.

**Defining moment:** Early in my career I was a financial advisor. I spent [more] time marketing myself and networking than I did actually closing deals and selling variable annuities and life insurance. I realized I was really passionate about marketing and could make a bigger impact if I pursued a career in it.

**Words to live by:** Always rethink the status quo, get creative, and think cross-discipline. The financial services industry isn't well-known for its innovative practices, especially in marketing. This motto has served me well in helping to change the way we market our solutions at S&P Capital IQ.

**Strategy shift:** In reviewing our Q2 marketing metrics this year, we noticed explosive growth in our impressions on social channels, namely Twitter and LinkedIn. We established a detailed editorial calendar for the remainder of this year that combined our paid and owned campaigns across the investment management vertical, and the results are beginning to show.

**Up next:** The application of artificial intelligence to traditional marketing channels is exciting to me. As a consumer, it is super scary. But as a marketer, being able to precisely target individuals across [all] channels and adapt automatically to present the most appealing messaging and calls-to-action, will truly change the industry.

**Advice to young marketers:** Remember that marketing is an art and a science.

—Perry Simpson

# APPS THAT LEADING MARKETERS LOVE

**Mobile life is all about fun and function for DMN's 2015 40 Under 40 award winners.**

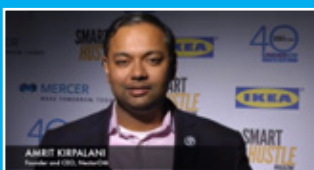
Mobile has become a marketing essential for customer interactions. But it's also essential to marketers' business and personal lives. We asked the *Direct Marketing News* 2015 40 Under 40 award winners: What's your favorite mobile app? Their responses run the gamut of fun and function, including favorites serving them as well in business as in their personal lives.

## **AMANDA TODOROVICH**

**Director of Content Marketing, Cleveland Clinic**

**Facebook.** It's the one I use the most. Facebook is a huge factor in our content marketing and social media success. We have more than a million likes on our page, and I'm always interested in what content is performing well for us and what interesting comments it elicits. We're really aggressive on the platform, posting six to seven times a day, and our organic reach has remained higher than most brand averages.

Read more at [dmnews.com/2015apps](http://dmnews.com/2015apps)



## **TOP MARKETERS DISH ON THE TOP TRENDS IN THE INDUSTRY**

DMN 40 Under 40 Award winners reveal their favorite trends in contemporary marketing. View the video at [dmnews.com/TrendsDish](http://dmnews.com/TrendsDish)





### JOEL MOORE

#### Director, Strategic Leadership, Force 3

A calculating, thoughtful marketer, Moore earned industry recognition through his work at Microsoft, where he created a how-to guide to building marketing campaigns based on the company's best practices globally. But it wasn't until joining Force 3 that he got the marketing opportunity of a lifetime: a complete rebrand that aligns the

company's content, website, and marketing strategy. Moore rose to the challenge and implemented the company's customer-centric approach that remains effective to this day. No wonder. Since the rebrand and site relaunch, all of the site metrics have improved by double or triple digits.

**Defining moment:** The best thing that ever happened in my career was joining Microsoft. At that time I had never met a group of marketers so passionate, driven, and collaborative in my career. The knowledge transfer was amazing and propelled me as a marketing leader in the technology industry.

**Words to live by:** "Stay hungry, stay foolish." –Steve Jobs

**Strategy shift:** Coming into my new company, we lacked thought leadership. Customers don't want to hear how great you are; they want to know that you'll be a trusted advisor to their business needs. We now have a community forum that hosts our thought leadership podcasts, blogs, webinars, social feeds, and videos. Our social presence has changed the perception of our brand and our value as a network security company.

**Up next:** Trigger-based marketing and drip marketing. Also, creating great thought leadership content that addresses a customer's business challenge.

**Advice to young marketers:** Align yourself with great people and great mentors.

–Perry Simpson



### JESSICA NABLE

#### Vice President, Strategic Communications, Epsilon

In 2008 Epsilon's communications team consisted of one person: Jessica Nable. In the five years since, Nable grew her team from a one-woman show to a nimble unit of communications professionals, and rose to her current position. Her team handles not only external communications—securing more

than 450 media mentions for Epsilon last year, as well as a high-profile interview with *60 Minutes* for Epsilon CEO Bryan Kennedy—but also serves 7,000 associates in 70 offices across the globe. A lover of family, music, and motherhood, Nable is one of the youngest VPs at her company, and a leading voice in the greater marketing communications conversation.

**Defining moment:** For more than two years after I joined Epsilon I was a team of one, responsible for all internal and external communications for the company. It was extremely challenging from a resources perspective, but it enabled me to learn a lot about our business and forge strong internal relationships. I'm now grateful to have a nimble and highly capable team.

**Words to live by:** Know your audience. This matters in my professional life in many ways. It's how I differentiate Epsilon with the media, and how I can successfully support dozens of executives and subject matter experts.

**Strategy shift:** Over the past couple of years the dialogue around data and

consumer privacy for our industry has become front and center. At Epsilon, we felt we needed to have a voice and lead the industry on this topic. It was a bold decision to shift from being reactive on privacy to proactively initiating conversations with the media and seeking the podium at conferences and events.

**Up next:** The concept of one-to-one marketing has been talked about for a long time, but I believe we're only now at a point where brands have the ability to engage with the consumer on an individual level, at scale, using deep insights.

**Advice to young marketers:** Be data savvy. You don't need to be a math geek or a data scientist to gain data proficiency.

–Perry Simpson



### JESSICA NIELSEN

#### VP, Communications and Marketing, Information Systems and Global Solutions Division, Lockheed Martin

With a 40% decrease in sales over four years, Lockheed Martin's technology business needed big changes: cue Jessica Nielsen. Working directly with the company's top executives, Nielsen created an innovative message architecture that resulted

in 100 million impressions for the company's new branding campaign, "Helping the Future Arrive." Nielsen also brought technology sales into commercial markets—a significant feat for a corporation whose number one customer is the U.S. Department of Defense. In fact, under Nielsen's leadership marketing influences 47% of the division's open pipeline opportunities, while 8% of orders originate from marketing. These stats prior to Nielsen's arrival: 0%. She shares her invaluable skills teaching PR master's classes at Georgetown University.

**Defining Moment:** Acting with the leadership team for Lockheed Martin's \$8 billion technology business. Contributing to discussions on change in business operations, structure, and strategy was invaluable for me.

**Words to live by:** The most dangerous words in the English language are, "We've always done it this way."

**Strategy Shift:** Marketing Director Joseph Pendry provided feedback that helped us redefine ourselves. He took message architecture a step further, focusing on our capabilities rather than just on customer pain points.

**Up Next:** Technology's accelerating communications. Engaging customers and making a dialogue through channels rather than just talking to them allows them to advocate for your brand.

**Success Secret:** People enter the field and they're ambitious, wanting to move upward quickly. Stop for a few moments and enjoy the moment.

–Kristin LaFratta



### ADAM PADILLA

#### President and Chief Creative Officer, Brandfire

Meet the candid artist and cofounder behind Brandfire, a branding agency that turned a profit within its first year of opening. Whether designing T-shirts in Long Island or working as creative director for the Nets, Padilla consistently prioritizes quality over cost. Starting as a freelancer

in the early 2000s, Padilla helped to craft the branding for Pretzel Crisps, whose owners sold it for \$300 million. Years later his three-year-old agency is crafting brands for names like Run-D.M.C. and Tom Brady. Turning his branding expertise toward charity, Padilla ran a direct marketing campaign for Universal Aid for Children Ukraine that led to the most successful donation in the charity's 20-year history.

**Defining moment:** Moving and building the office of my dreams this year was a physical manifestation of everyone seeing what I had seen initially. The risk to move paid off, because we signed up some fantastic clients to pay the difference in rent.

**Words to live by:** Be authentic to yourself and play to your strengths.

**Strategy shift:** Companies with strong social followings engage 24% more consumer base. We pivoted from branding on websites to helping brands have a better voice on social.

**Up next:** I love the Amazon Buy Button: the dovetailing of consumer technology with tactile hardware presents all different possibilities.

**Advice to young marketers:** Never forget that who you're marketing to aren't numbers, metrics, or groups on a pie chart; they're human beings.

—Kristin LaFratta



### NATASHA RAJA

**VP of Marketing and Customer Service, Dice Holdings**

A customer-centric global leader and strong believer in authenticity, Raja has helped revolutionize Dice. She's implemented initiatives that have elevated the brand and modernize its marketing—always with a keen focus on improving the Dice customer experience. Her success is

evident in the jump in the company's customer retention rate, as well as the increases in registrations, applications, and revenue. Raja built her customer and analytics focus working for companies such as eBay, Pfizer, and Safeway. She puts her varied talents to work outside the office, as well. Raja works with organizations to build schools in developing countries, mentor young marketing professionals, and volunteer for hospitals' inpatient care.

**Defining moment:** When I first came to the U.S. I planned to gain work experience after finishing school, and go back to India and join a family business. But working at eBay was life-changing because I worked with one of the smartest people, while following my passion. You can see how your work makes a difference in millions of lives across the globe. Once an eBay, always an eBay.

**Words to live by:** "You don't learn to walk by following rules. You learn by doing, and by falling over." —Richard Branson

**Strategy shift:** Changing perception of a company's hard, especially when it's 20 years old. You need to make bold decisions, even if that means putting a real engineer in underwear on a billboard, which is what we did for our "Hottest in Tech" campaign.... It was a big risk, but we saw great results, grabbing headlines from *Washington Post* to Bloomberg and gaining 100 million impressions in just a few weeks.

**Up next:** Customer relationship management. Earning customer loyalty by effective targeting through the right segmentation, touchpoint, and market mix—while making every dollar count—can help build best-in-class CRM.

**Advice to young marketers:** Follow your passion and don't settle: it's OK not to have answers for everything, but be resourceful and curious. Most important, take risks; they're worth it.

—Kristin LaFratta



### BEN ROBERTS

**VP of Marketing Operations, Acumen Brands**

A marketing machine with technology chops to boot, Roberts has transformed Acumen Brands. As email marketing manager, Roberts shaped the company's Country Outfitters brand through Facebook's emerging newsfeed advertising platform to serve four billion ads over four months,

reaching five million Facebook fans and six million emails virtually overnight. Such success stems from jobs in usability and infrastructure groups with SamsClub.com and Walmart, which allowed Roberts to understand the nitty-gritty tech mechanics behind marketing. These skills are evident in Acumen Brands' 70% sustained lift in revenue generated by email year-over-year, a product of the behavioral email program Roberts built from scratch. He believes "it would be silly" not to embrace the ever-evolving field of technology in marketing.

**Defining moment:** Working at Acumen for a year is like working anywhere else for three or four. We do things fast, recognize opportunity, and learn quickly. The company's grown quickly and I've been able to grow with it.

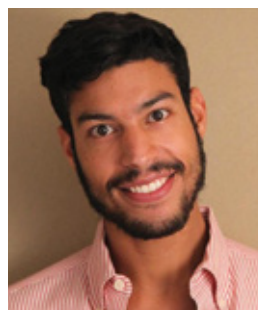
**Words to live by:** "The day before something is truly a breakthrough it's a crazy idea." Everything is crazy until it's not...unless you explore ideas and see if something is going to work, maybe that opportunity passes you by.

**Strategy shift:** Diversification of technology made us rethink how we can leverage the work of others and focus on innovating our company's needs.

**Up next:** Data science finally caught up to big data, and it's making predictive intelligence super exciting. Applying predictions to acquisition strategies across channels is one of our big focuses.

**Advice to young marketers:** Get as deep and learn as much in your craft as possible, but keep your head above water and leverage ideas and techniques from other disciplines to really inspire innovation in what you do.

—Kristin LaFratta



### PEDRO L. RODRIGUEZ

**Director of Integrated Marketing, People en Español**

A "social" butterfly, Rodriguez has successfully led numerous social media marketing campaigns for *People en Español*. Under his leadership the company has increased both franchised sponsors and program impressions by 50% year-over-year, increasing franchise revenue by 26% YoY. Prior to his

role with *People*, Rodriguez served on a team that introduced Small Business Saturday, an award-winning program for American Express, where



he learned the importance of social as a means to drive online audiences to offline, physical destinations. He continues to blog about technology for the *Huffington Post*, and feels he's exactly where he ought to be.

**Defining moment:** At my time with Cohn & Wolfe, I created a full program for the executives of an insurance company to teach them how to bring a brand to life through social. At that moment I knew that was exactly what I want to be doing.

**Words to live by:** "Why not?" I was born in the Dominican Republic and came to the U.S. and never stopped questioning why I couldn't do something. I think I apply the same to business.

**Strategy shift:** We noticed desktop readership was declining but mobile readership was multiplying. We looked at infrastructure and re-designed the mobile site to ensure we would become more successful.

**Up next:** Personal live-streaming. It's not a package we've edited; it's an off-the-cuff visual experience that is awesome for the consumer.

**Advice to young marketers:** Make yourself indispensable. The better you are at understanding different areas, the better marketer you will become.

—Kristin LaFratta



## CECILE THIRION

**Marketing Director - Government and Transportation, Xerox Transportation**

Thirion is an exemplary leader inside of Xerox, helping this legendary company to experiment, iterate, and expand innovative programs. She manages a global team, successfully driving marketing transformation toward digital, social, and agile. Thirion is among the 20-plus leaders across 700 global

marketing resources at Xerox who help shape the company's marketing vision, working on strategic projects directly with Xerox CMO John Kennedy.

Her ingenuity and bold experimentation have delivered exceptional results, including increasing marketing qualified leads by 66%, sales accepted leads by 53%, and sales qualified leads by a factor of eight—all while completing her Lean Six Sigma Certification on Optimizing the Lead Management Process, which was an eight-month project in partnership with sales.

**Defining moment:** The moment I started as a tech mentor four years ago; it changed the way I worked with people and how I coach them. Being a mentor means taking on more leadership responsibilities.

**Words to live by:** It is not because things are difficult that we do not dare, it is because we do not dare that they are difficult. —Seneca

**Strategy shift:** I was working at a large company, doing traditional marketing, but learned we needed to shift more toward digital marketing. And in digital marketing you have to be much more agile and able to adapt.

**Up next:** With the technology we have today it's much easier to use data to help build customer relationships. We live in the age of customer experience. At every touchpoint you have a wonderful opportunity to create customer loyalty.

**Advice to young marketers:** Get out of the office, be curious, and have an explorer mind-set because you never know what you can learn, who you can meet, or where a good opportunity may come from.

—Phil Britt



## AMANDA TODOROVICH

**Director of Content Marketing, Cleveland Clinic**

When someone says Cleveland, what comes to mind? For sports fans, since LeBron returned home probably the Cavs. But across the globe, Cleveland Clinic surfaces. Rated one of the top five hospitals in America by *U.S. News & World Report*, it has branches in Abu Dhabi, Las Vegas, and Toronto, among

other locales. Thanks to the 36-year-old Todorovich, it's also attained a serious presence on the Web with its weekly HealthHub blog and a steady stream of helpful healthcare content. Her guiding light is treating content marketing like journalism, not promotion. "There's so much power in storytelling in healthcare. It's such an emotional and human-touch industry," she says. "Providing content to people that affects their everyday lives is huge."

**Defining moment:** Cofounding MedCity News in 2009. Being forced to innovate changed the way I think, and working with some of the best hospitals in the country paved the way for me at Cleveland Clinic.

**Words to live by:** "Be exceptional." I will do anything and everything in my



## DHANUSHA SIVAJEE

**EVP of Marketing, XO Group Inc.**

Connecting with loyal customers is not a new practice for Sivajee: She quickly learned the significance of faithful consumers in her youth, working as cashier in several businesses owned by her self-employed immigrant parents. Fast forward to today, and Sivajee possesses the same ability to understand customers and their

needs. She successfully increased target audiences at AOL, as well as Bloomberg Mobile, leading a team that created the award-winning Bloomberg *Businessweek* iPad app. Marketing a new mission for XO Group Inc. allowed Sivajee to increase user engagement of the company's flagship brand for wedding planning, The Knot, by 5x since the relaunch of its website.

**Defining moment:** As marketing manager at HBO, I worked closely with the research and analytics team. A deeper analysis of data led us to different conclusions.... It showed me the power of storytelling using data, and the importance of developing insights-driven marketing strategies.

**Words to live by:** "Be yourself; everyone else is taken." As you move up, down, and sideways in your career, the key to success is defining it for yourself and staying true to your own ambitions.

**Strategy shift:** Brides are following trends, but putting their own personal spin on them.... This prompted us to create the "yours.truly." brand positioning that is reflected in all of our products, imagery, and in the real weddings we feature on The Knot.

**Up next:** The trend of seeking, being matched, and connected with experts and coaches like personal trainers, personal shoppers, is intriguing. I'm curious to see how we can tap into this trusted expert role as we move into a more "expert on-demand" cultural phenomena.

**Advice to young marketers:** Always be very clear about who your customer is and what problem you're solving for them.

—Kristin LaFratta

power to make my work, and the work of my team, the very best it can be.

**Strategy shift:** The amount of data available to digital marketers is mind-blowing. I encourage everyone on my team to embrace that data and use it to guide their decisions. Testing, testing, testing. Adjusting, adjusting, adjusting.

**Up next:** Content marketing's evolution. We cannot create demand for our services, so to move people through the funnel we must build relationships with them even when they're not sick. By telling our own stories, we reach millions of people a month and generate national awareness.

**Advice to young marketers:** Take risks and trust your instincts. It's possible to love your job. The trick is finding that passion and running with it.

—Al Urbanski



**CHARLOTTE TSOU**  
SVP, Regional Head of Analytics  
and CRM, HSBC

Tsou is a true global executive, having guided and built marketing initiatives in a diverse group of countries including Brazil, India, Mexico, and the United States. While in charge of HSBC products and developments, Asia Pacific Region, she successfully

drove business development initiatives and launched several co-branded lending products with international retailers, including Air Asia, Best Buy, China Airlines, and Wal-Mart.

She's led programs that have added significantly to HSBC revenues. Between 2013 and 2014, Tsou's marketing and triggers campaign generated \$42 million. This year she's on track to reach \$100 million in risk-adjusted revenue. Plus, her strong collaboration skills have led to an increase from \$3 million to \$10 million in marketing leads in the past 18 months.

**Defining moment:** My first opportunity to take on an international assignment was really the launching pad. I loved the challenge in creating an international program and in cultivating managers based on each market's culture and diversity.

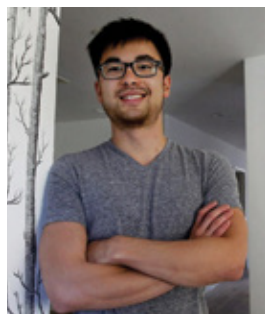
**Words to live by:** Jump in and seize the opportunity instead of focusing on the challenges.

**Strategy shift:** In the past we had a one-size-fits-all strategy. Today we have data that makes us much more insightful. We're rethinking segments; we can now market to segments of one using micro-segmentation that we cross-tab with different channels to adjust our marketing dollars for each [customer].

**Up next:** Big data is the most exciting technology today. It's increasing our ability to more effectively mine the wealth of our structured data.

**Advice to young marketers:** Change is the only constant, so be flexible and nimble and look for ways to anticipate not react.

—Phil Britt



**JUSTIN YOSHIMURA**  
SVP, Loyalty Services Group,  
Merkle Inc.

Starting as an entrepreneur at 16, Yoshimura learned early the value of customer retention and lifetime value versus pure acquisition marketing. After convincing teenage friends to invest in his cell phone marketplace startup, he grew the company into a \$10 million eBay cell phone reseller.

His entrepreneurial vision grew beyond cell phones as he brought together companies from different businesses to build 500friends, a company he cofounded. Over the course of four years, Yoshimura convinced 50 retailers to launch loyalty programs using his SaaS platform and enabled 40 million customers to receive benefits for joining these programs. To date, more than \$2 billion has flowed through the platform—now a part of Merkle.

**Defining moment:** When I was starting my first company, a marketplace for cellphones, I was able to convince my friends to invest their bar mitzvah money. I told them the worst thing that could happen is that they would lose their money. The best thing that would happen is that they would make two or more times their money. Since then, I've always been an entrepreneur.

**Words to live by:** You can't think and talk at the same time.

**Strategy shift:** Early-stage companies can't do everything they want to do. When we started 500friends, we tried to be a loyalty platform for everyone, but we learned that each company is very different. Based on customer feedback we changed the categories that we approached.

—Phil Britt



**TANIA YUKI**  
Founder and CEO, Shareablee

Yuki may have begun her career as a media and Internet attorney, but after moving from Australia to the United States, she caught the digital bug. Stints as head of acquisitions and branding at an online video content network and product management lead at comScore's Video Metrix propelled the forward-thinking entrepreneur to found Shareablee in 2013; she's since grown the company

into a leading authority on audience intelligence, competitive benchmarking, and actionable insights for social media. Indeed, under her leadership the company has grown revenue by more than 200%, tripled its client roster, and increased its staff by 400%. Yuki used her forward momentum to also found wimlink, an organization that promotes leadership and professional development for women in media and technology.

**Defining moment:** When I came to America, it was a challenge after living my whole life on the other side of the earth. I found out that I loved data and numbers. I had always been involved in creative before that.

**Words to live by:** Get as much done as fast as you can.

**Strategy shift:** The biggest change that we've seen is the seismic shift in how people are consuming video. We think that the future will be much more in video, so we have shifted our research and development so that we could cater to that future.

**Up next:** The biggest trend is the shift in how marketers think about customers. Marketers are taking a more integrated approach, taking social data and applying it across the organization.

**Advice to young marketers:** Resist the temptation to get comfortable with what you're good at; pursue new opportunities of growth and new ideas at every turn.

—Phil Britt



# MARKETING INSPIRATION, BY THE BOOK

**Award-winning marketers share the books on their nightstands that inspire them at work.**

Settling in a comfy chair with a good book; it's not only a great way to relax, it's an enjoyable way to recharge, learn, and get inspired. We asked the *Direct Marketing News* 2015 40 Under 40 winners to share a favorite book that's made a difference in their career, inspired them, or simply entertained them most, as well as what they've gotten from it. Here, they're recommended reading.

## JENNIFER CAPISTRAN

Senior Director, Merkle Analytics, Merkle Inc.

I'm currently reading *The Signal and the Noise* by Nate Silver that I got as gift from a fellow analytical marketer. It explores the nature of prediction, including what makes a prediction good or bad and why we're sometimes overconfident in predictions due to saliency biases. It is proving to be good reminder of the imperfections in forecasting, the way redundancy and real-world testing can lead to improvements and the overarching fact that biases can be inherent and that awareness of them is essential. Managing a team of analysts and statisticians solving mathematical problems is part of my everyday responsibilities, so reading about real-world applications and reminders of pitfalls is time well spent for me. The storytelling approach that Silver uses helps to bring the subject matter into the realm of leisure reading.

Read more at [dmnews.com/2015books](http://dmnews.com/2015books)

