



# **collateral damage**

Do Tech Comms and Marketing have to fight  
when users get informed?

yell at me here



**@RMH40**

**Roger.Hart@red-gate.com**

**“The world is driven by money  
and we all have a role to play.”**

Gordon Dennis.  
Here, yesterday.

# **Spoilers:**

Bad information is Marketing's ~~fault~~ problem

Good information is Tech Comms' specialty

Let's do the maths  
together



this one weird question:

**Why is there so much crap on the internet?**

Ambient information  
has gone nuts  
  
(it's scary/awesome)

Google

how to cook pasta



Web

Videos

Images

Shopping

Books

More ▾

Search tools

About 62,300,000 results (0.37 seconds)

- For every one pound of pasta, bring 5 quarts of water to a rolling boil. ...
- Stir to keep the pasta from sticking. ...
- Place the lid back on the pot to help bring the water back to a boil. ...
- Once the pot is boiling again, remove the lid for the remaining cook time to prevent the pasta from boiling over.

4 more items

**How to Cook Spaghetti | Pasta 101: Cooking Perfect Pasta ...**

[www.delallo.com/articles/pasta-101-cooking-perfect-pasta-every-time](http://www.delallo.com/articles/pasta-101-cooking-perfect-pasta-every-time)

*Feedback*

**How to Cook Pasta: 23 Steps (with Pictures) - wikiHow**

[www.wikihow.com](http://www.wikihow.com) › ... › Recipes › Pasta and Noodles ▾ wikiHow ▾

How to Cook Pasta. Whether you're a starving college student or a kitchen connoisseur, pasta has something to offer. It's affordable, easy to master, and can be ...

**How to Cook Spaghetti | Pasta 101: Cooking Perfect Pasta ...**

[www.delallo.com](http://www.delallo.com) › Articles ▾

Cooking pasta is as easy as boiling water, but cooking pasta correctly is about paying attention to detail. You can help your pasta dish to be its best by knowing a ...

“The first casualty  
of war is truth”

~~Boake Carter, 1930s~~

~~Hiram Johnson, 1928~~

~~Samuel Johnson, 1758~~

~~Aeschylus, c5 BC~~

~~Sun Tzu, c5 BC~~

**Fuck it. Wikiquote.**

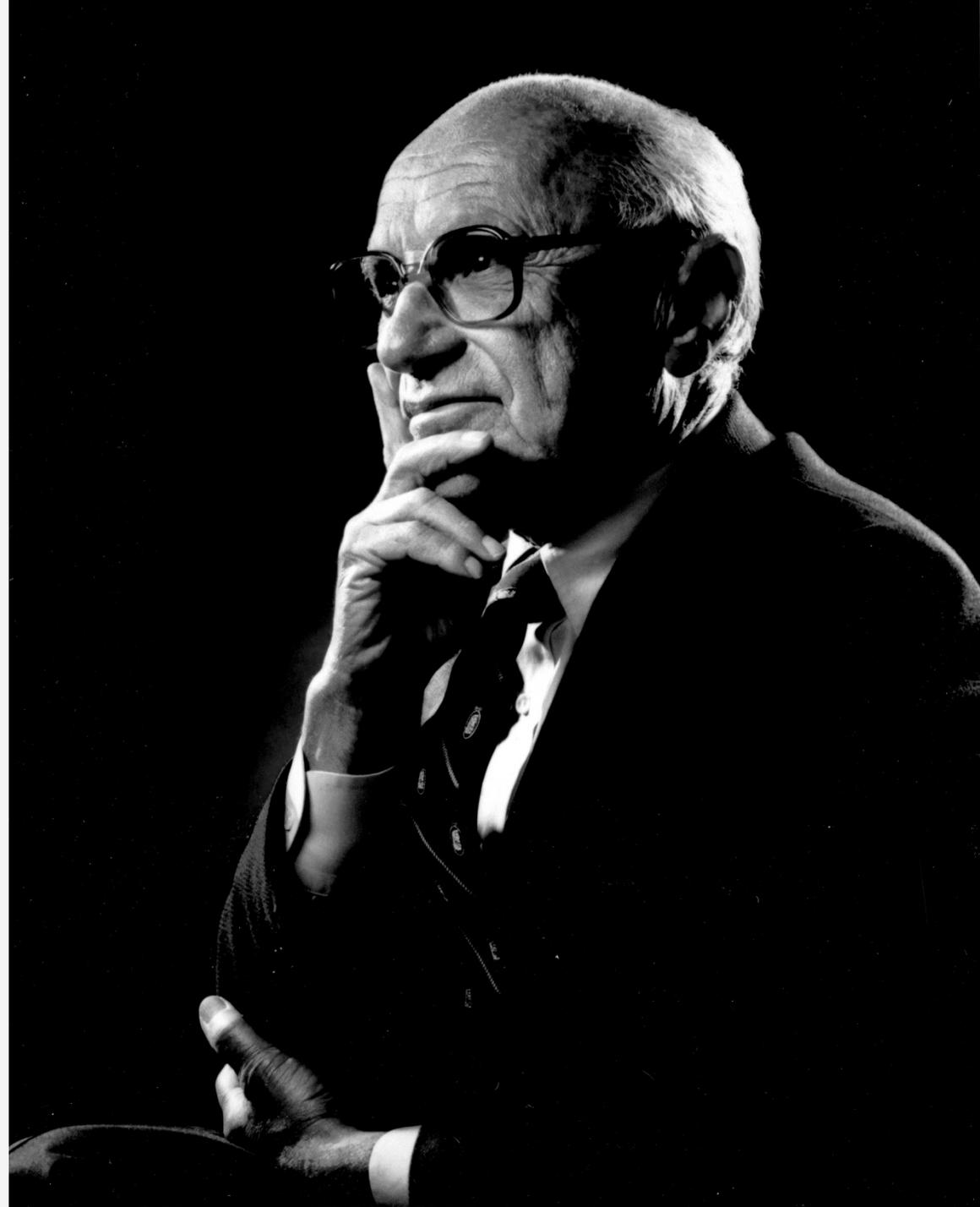
again,

**Why is there so much crap on the internet?**

**The amount of energy  
necessary to refute  
bullshit is an order of  
magnitude bigger  
than to produce it**

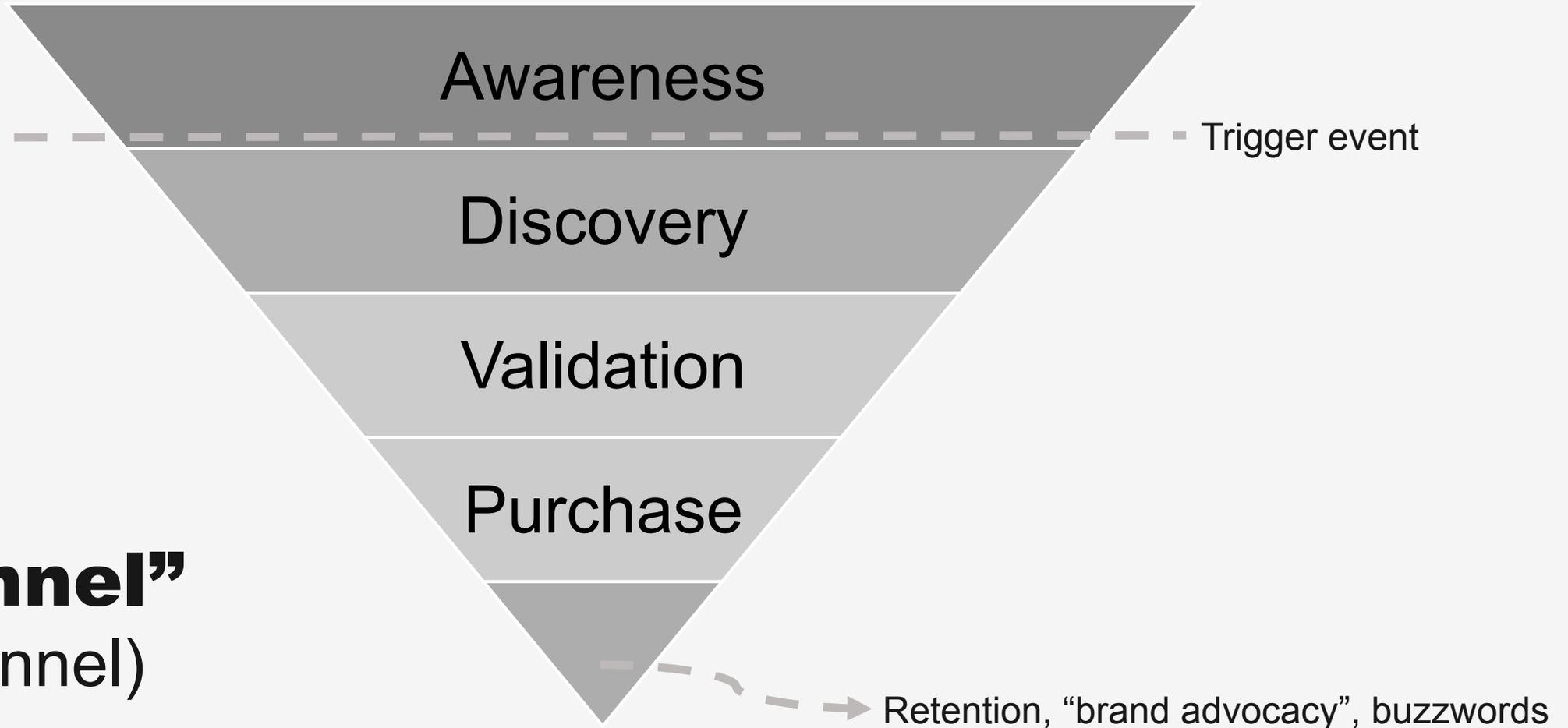


**because  
capitalism**



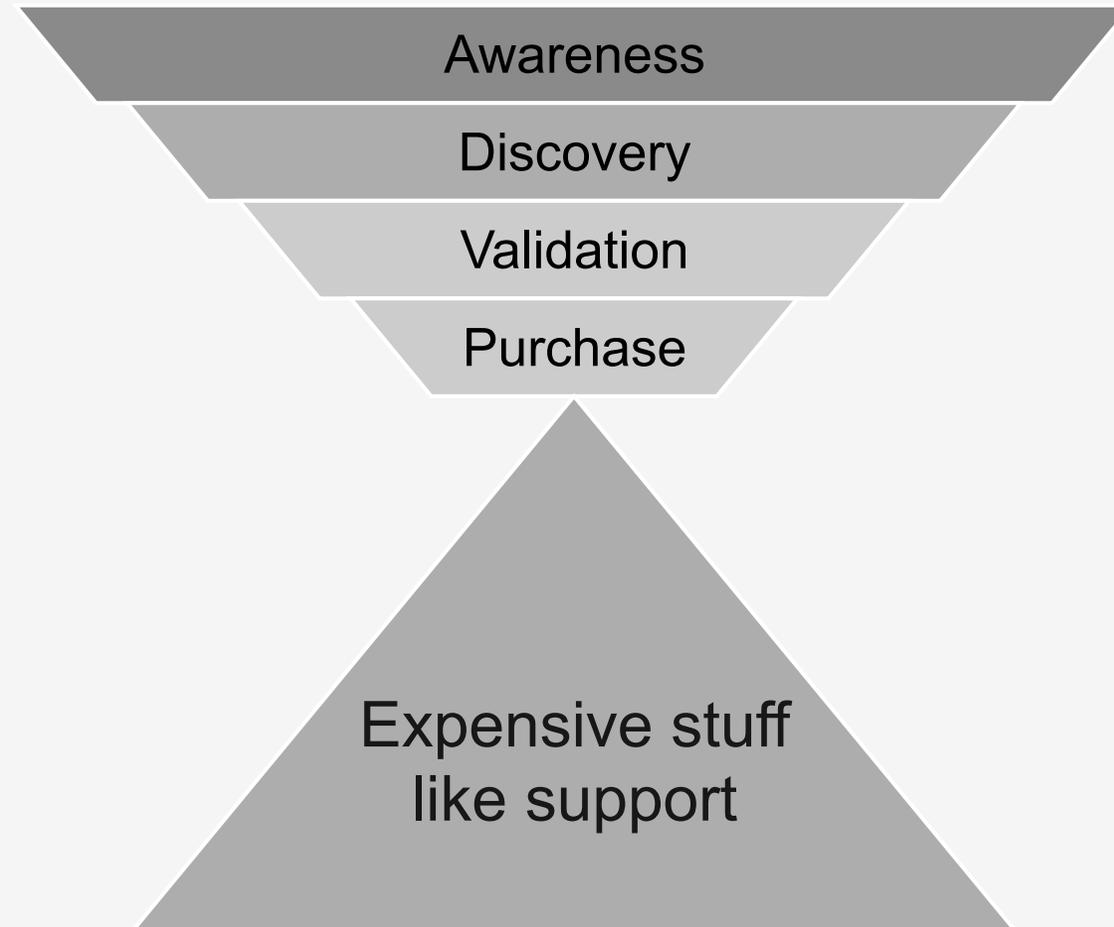
# **The purpose of Marketing**

# Customer acquisition

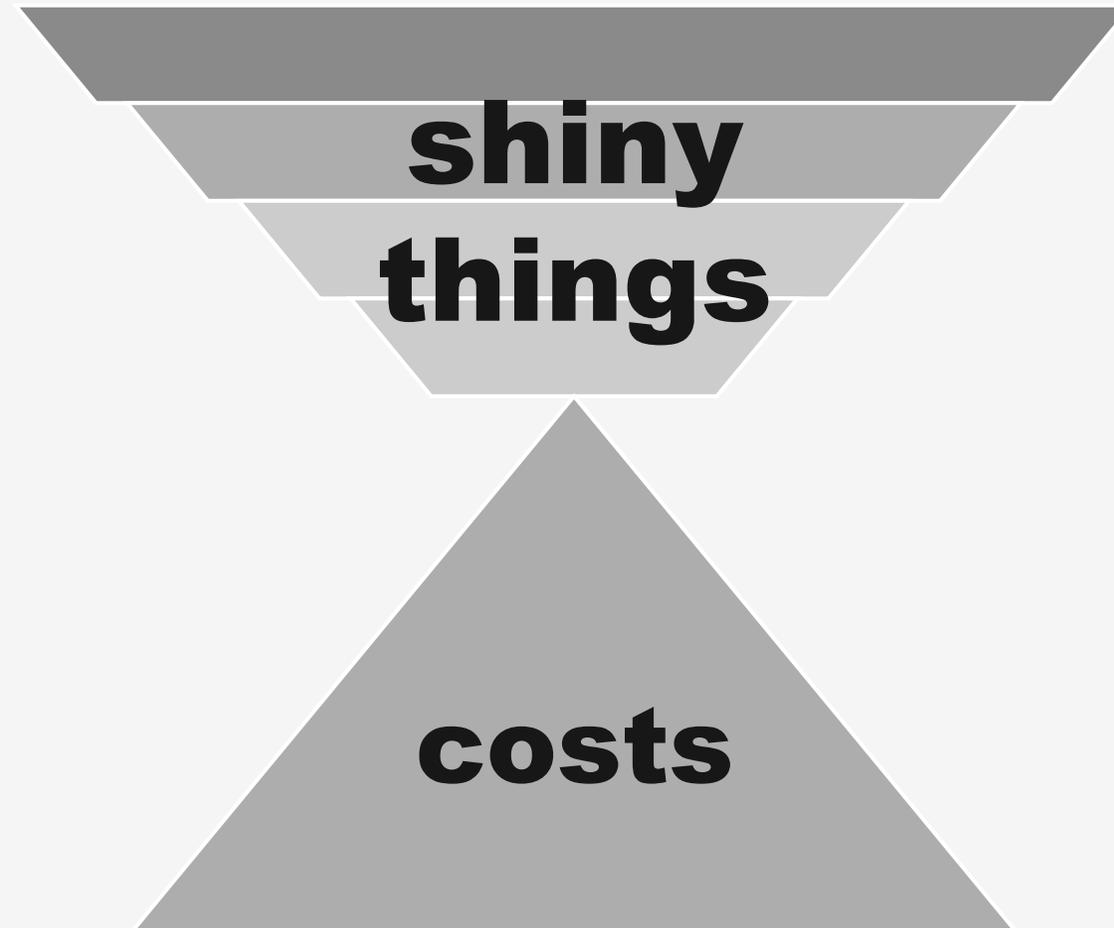


**The “funnel”**  
(it isn't a funnel)

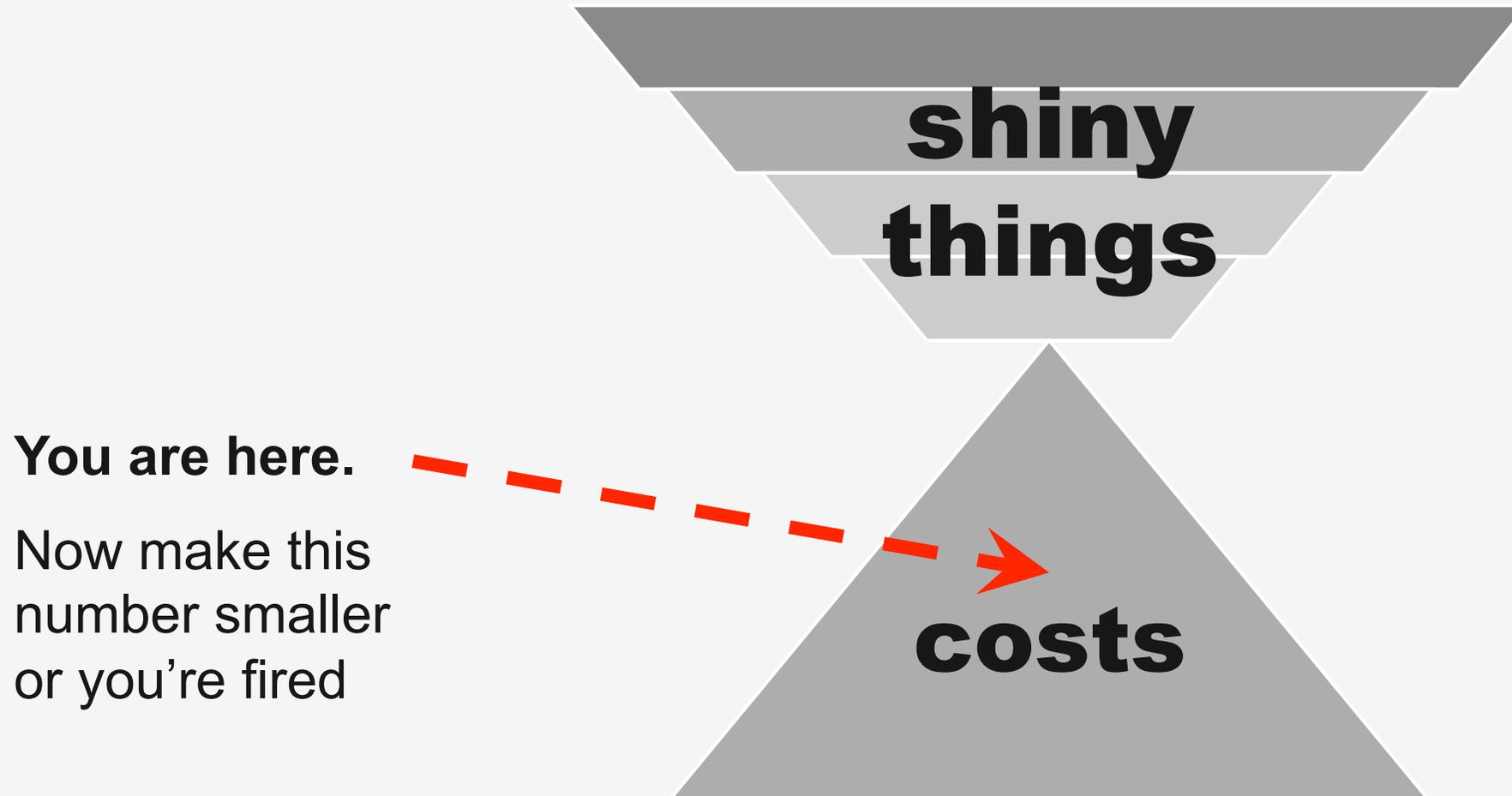
# Customer acquisition



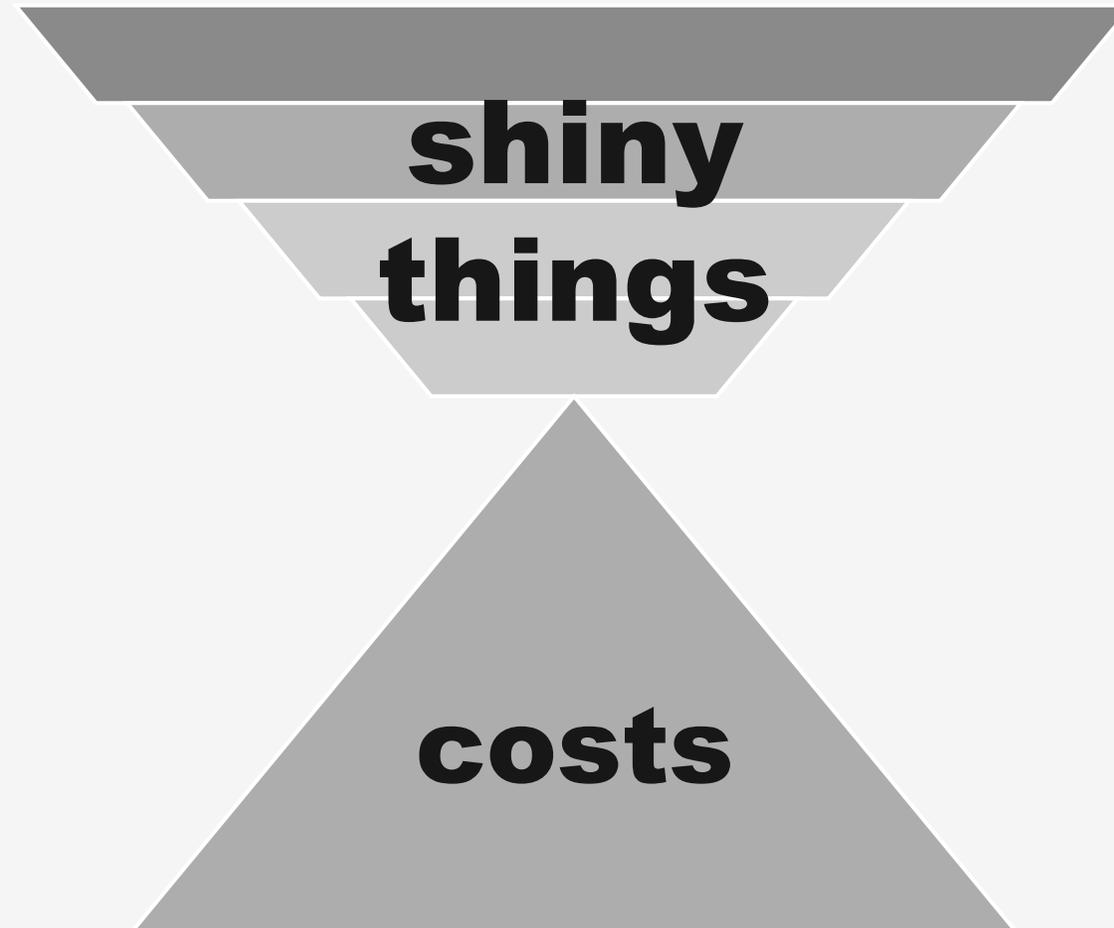
# **Business is made of:**



# The traditional purpose of Tech Comms

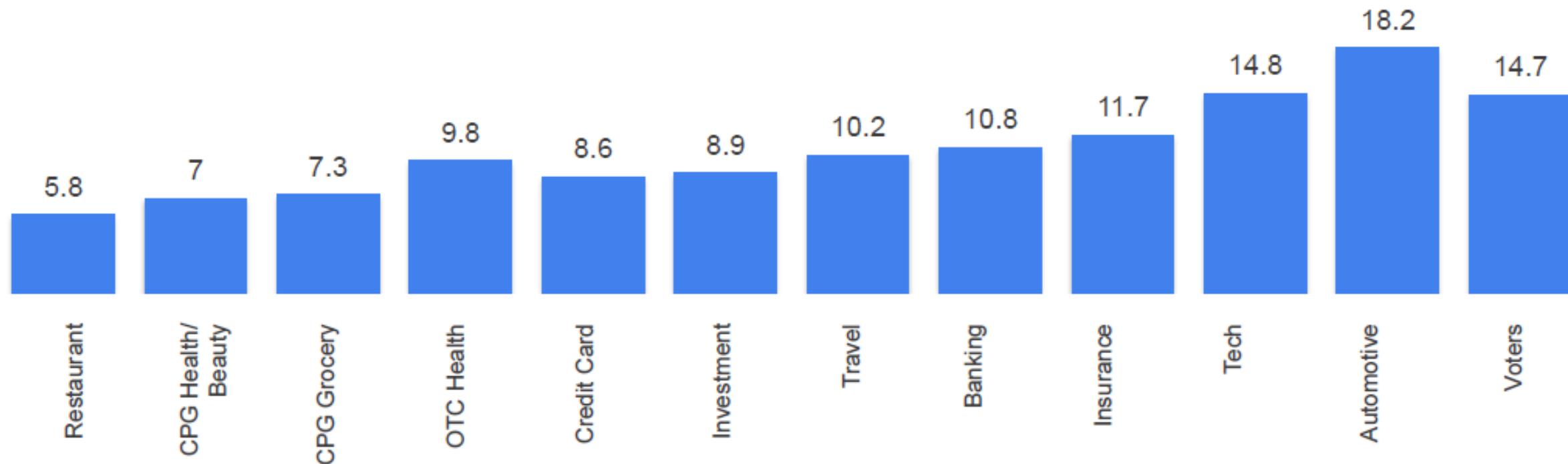


**...but this model is bullshit**



# Shoppers use a range of sources, depending on type of decision

Average # of Sources Used by Category



think  
with Google

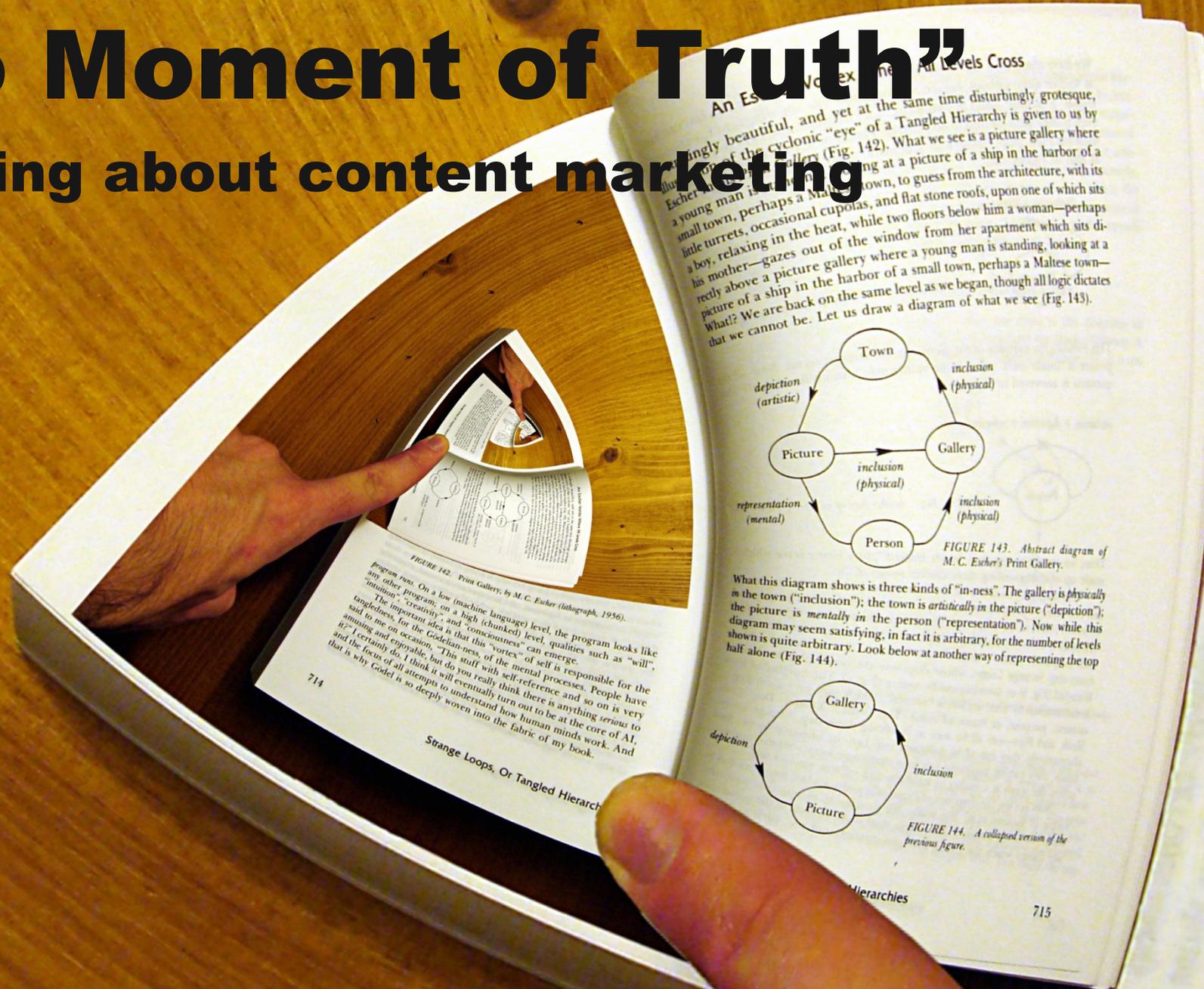
Q2 When you were considering purchasing [PRODUCT], what sources of information did you seek out to help with your decision?

Base:N=5,003

Source: Google/Shopper Sciences, Zero Moment of Macro Study, Apr 2011  
[www.google.com/think/insights](http://www.google.com/think/insights)

# The “Zero Moment of Truth”

## Content marketing about content marketing



714

FIGURE 142. Print Gallery, by M. C. Escher (lithograph, 1956).

program runs. On a low (machine language) level, the program looks like any other program, on a high (chunked) level, qualities such as "will", "intuition", "creativity", and "consciousness" can emerge.

The important idea is that this "vortex" can emerge. This stuff with self-reference and so on is very amusing and enjoyable, but do you really think there is anything serious to it? I certainly do. I think it will eventually turn out to be at the core of AI, and the focus of all attempts to understand how human minds work. And that is why Gödel is so deeply woven into the fabric of my book.

Strange Loops, Or Tangled Hierarchies

An Escherian Vortex in the All Levels Cross

...ngly beautiful, and yet at the same time disturbingly grotesque, Escher's Print Gallery (Fig. 142). What we see is a picture gallery where a young man is looking at a picture of a ship in the harbor of a small town, perhaps a Maltese town, to guess from the architecture, with its little turrets, occasional cupolas, and flat stone roofs, upon one of which sits a boy, relaxing in the heat, while two floors below him a woman—perhaps his mother—gazes out of the window from her apartment which sits directly above a picture gallery where a young man is standing, looking at a picture of a ship in the harbor of a small town, perhaps a Maltese town—What? We are back on the same level as we began, though all logic dictates that we cannot be. Let us draw a diagram of what we see (Fig. 143).

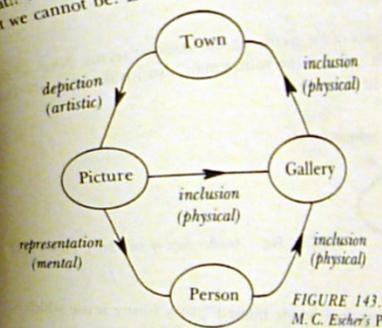


FIGURE 143. Abstract diagram of M. C. Escher's Print Gallery.

What this diagram shows is three kinds of "in-ness". The gallery is physically in the town ("inclusion"); the town is artistically in the picture ("depiction"); the picture is mentally in the person ("representation"). Now while this diagram may seem satisfying, in fact it is arbitrary, for the number of levels shown is quite arbitrary. Look below at another way of representing the top half alone (Fig. 144).

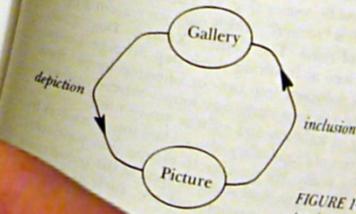


FIGURE 144. A collapsed version of the previous figure.

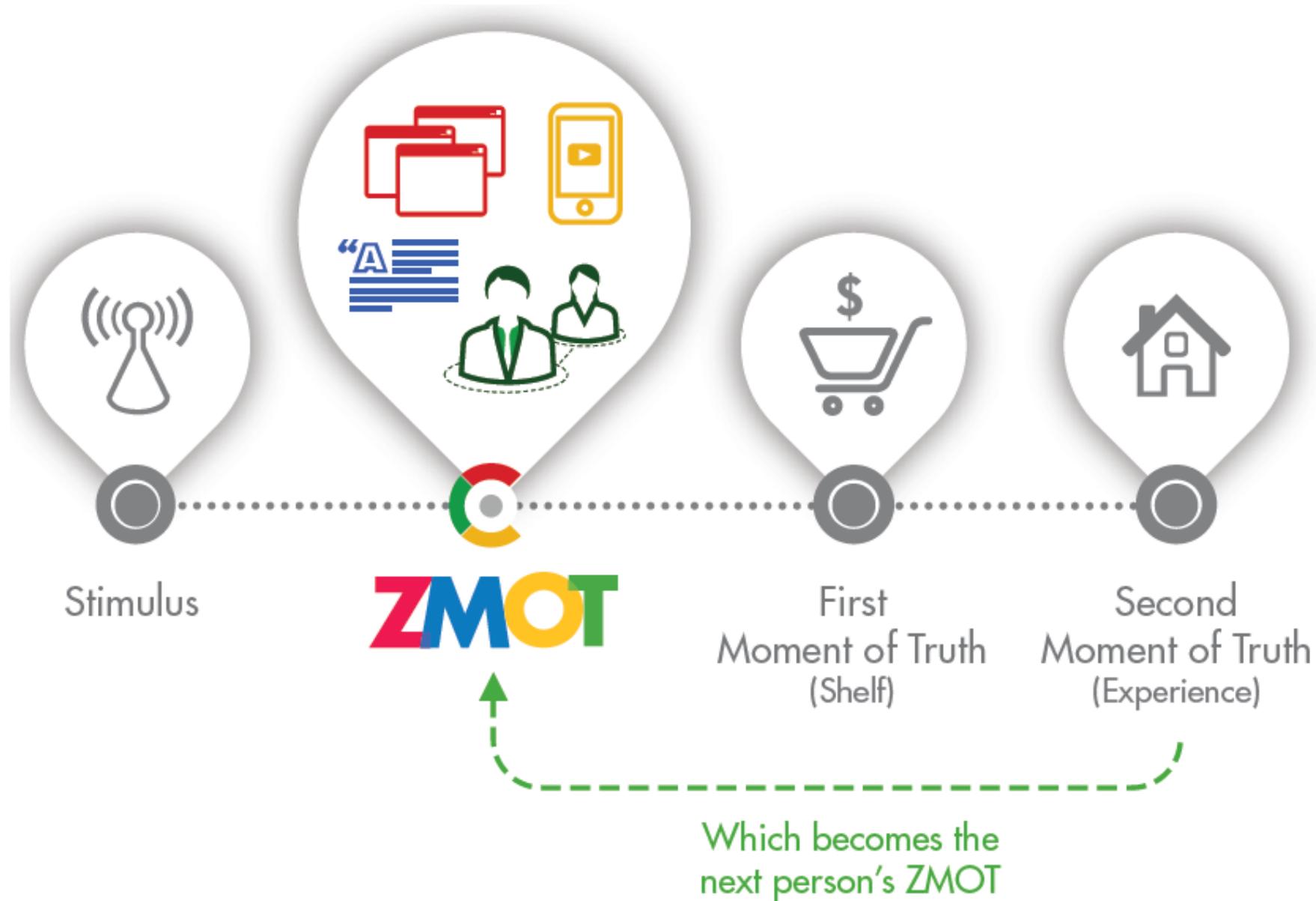
FIGURE 142. Print Gallery, by M. C. Escher (lithograph)

program runs. On a low (machine language) level, the program looks like any other program, on a high (chunked) level, qualities such as "will", "intuition", "creativity", and "consciousness" can emerge.

Figure 2-1: The traditional 3-step mental model



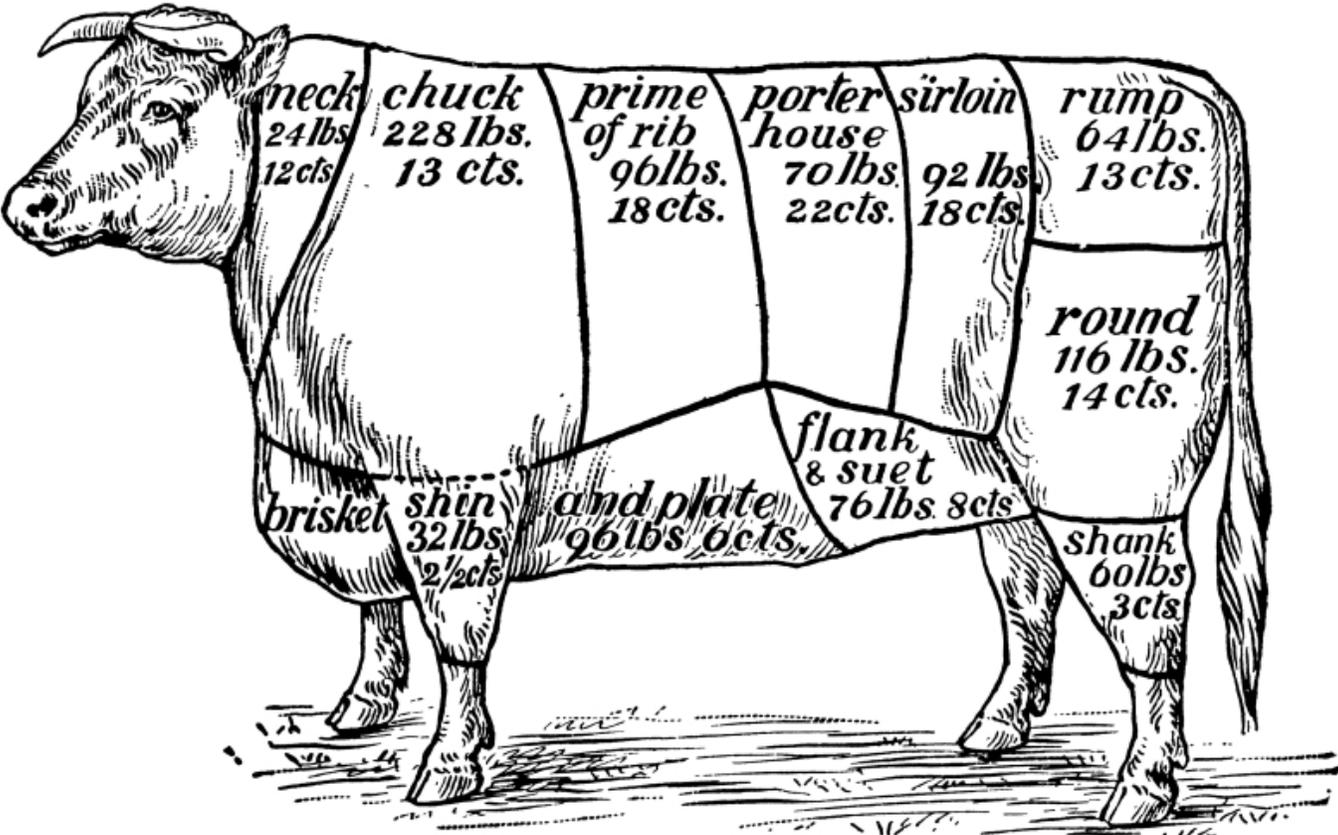
Figure 2-2: The new mental model



# Anatomy of ZMOT

Other people's  
user experiences

All findable information



# **What is the purpose of ZMOT?**

Or Android, for that matter...

# **What's in it for Google?**

# Or this?

2013 Google & Microsoft paper

<http://is.gd/nearimpossible>

## On the Near Impossibility of Measuring the Returns to Advertising\*

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Microsoft Research  
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April 23, 2013

### Abstract

Classical theories of the firm assume access to reliable signals to measure the causal impact of choice variables on profit. For advertising expenditure we show, using twenty-five online field experiments (representing \$2.8 million) with major U.S. retailers and brokerages, that this assumption typically does not hold. Statistical evidence from the randomized trials is very weak because individual-level sales are incredibly volatile relative to the per capita cost of a campaign—a “small” impact on a noisy dependent variable can generate positive returns. A concise statistical argument shows that the required sample size for an experiment to generate sufficiently informative confidence intervals is typically in excess of ten million person-weeks. This also implies that heterogeneity bias (or model misspecification) unaccounted for by observational methods only needs to explain a tiny fraction of the variation in sales to severely bias estimates. The weak informational feedback means most firms cannot even approach profit maximization.

**Keywords:** *advertising, field experiments, causal inference, electronic commerce, return on investment, information*

**JEL Codes:** *L10, M37, C93*

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\*Previous versions circulated under the name “On the Near Impossibility of Measuring Advertising Effectiveness.” We especially thank David Reiley for his contributions to this work. He also came up with the title. Ned Augenblick, Arun Chandrasekhar, Garrett Johnson, Clara Lewis, R. Preston McAfee, Markus Möbius, Michael Schwarz, and Lars Lefgren gave us valuable feedback as well. We also thank attendees at Brigham Young University’s Economics Seminar, the Becker Friedman Institute Advances with Field Experiments Conference, and other venues where we have presented this work. We also thank countless engineers, sales people, and product managers at Yahoo, Inc. Much of this work was done when the authors were at Yahoo! Research, Santa Clara, CA.

Another framework

# Jobs To Be Done



**sound familiar?**

# Understanding a purchase

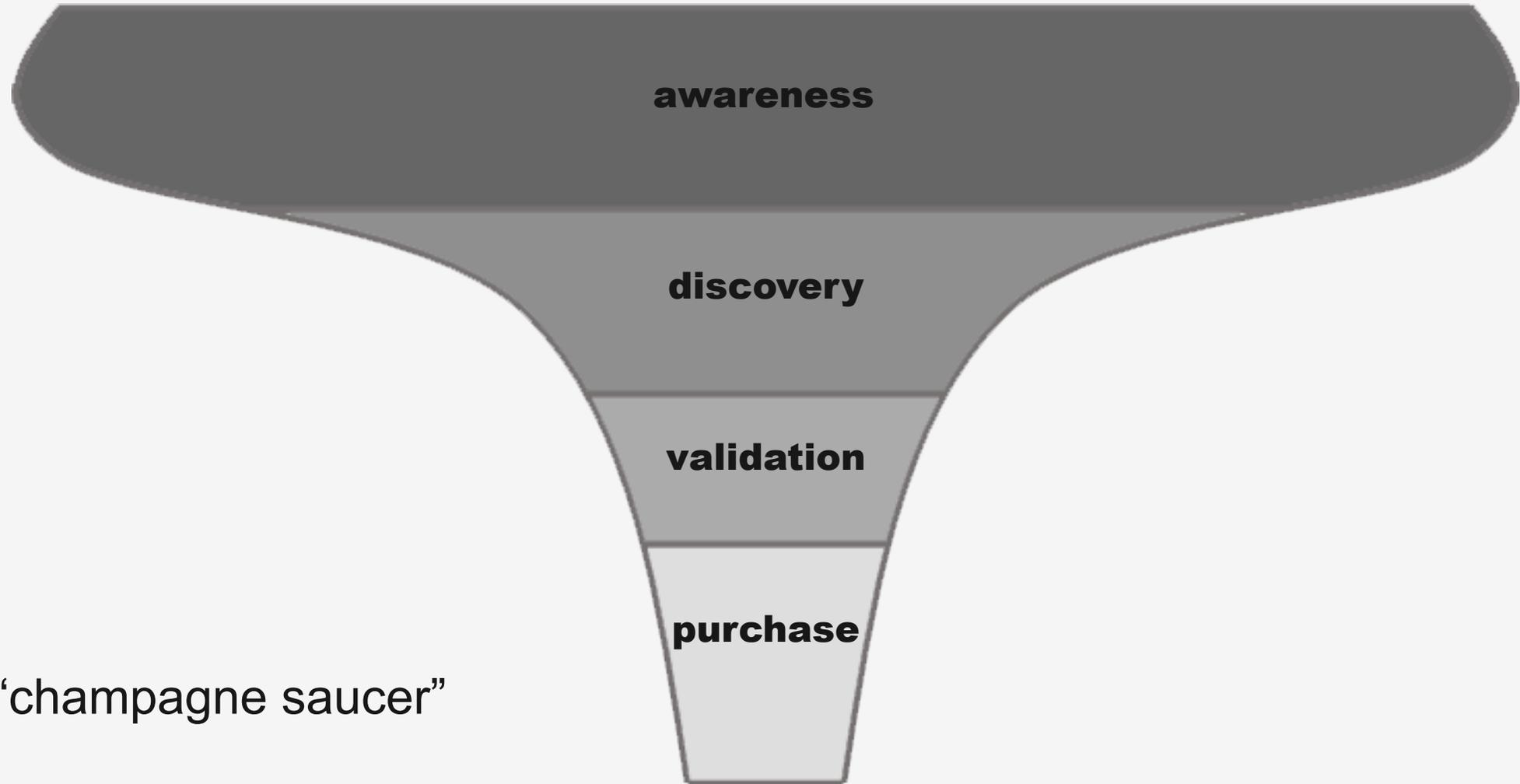




it's basically the funnel

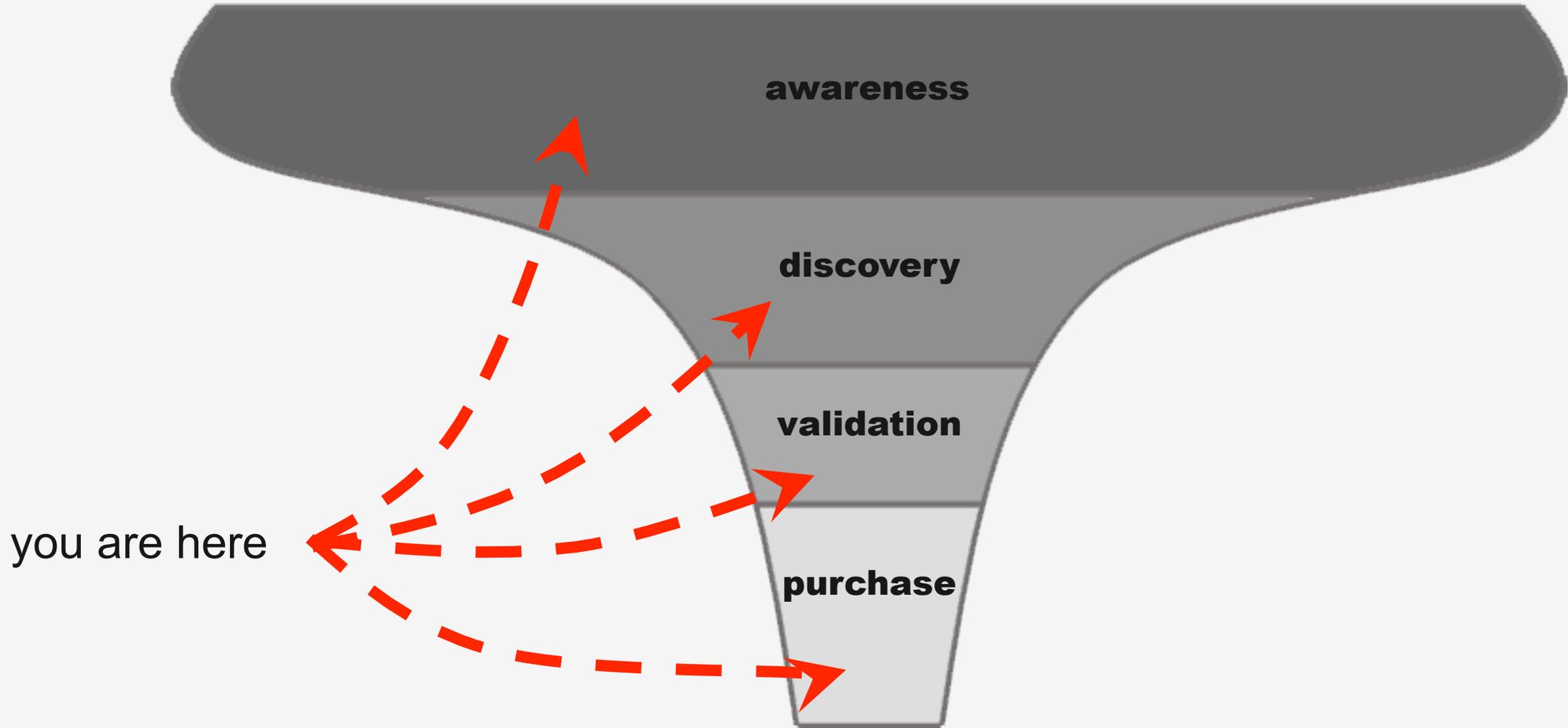
**It's funnels all the way down**

# Inbound marketing



The “champagne saucer”

# Inbound marketing



# Quick recap - user information is:

important and formative

a mess when it goes wrong

but going to happen anyway

and fantastic when it works out well



# An example: HubSpot

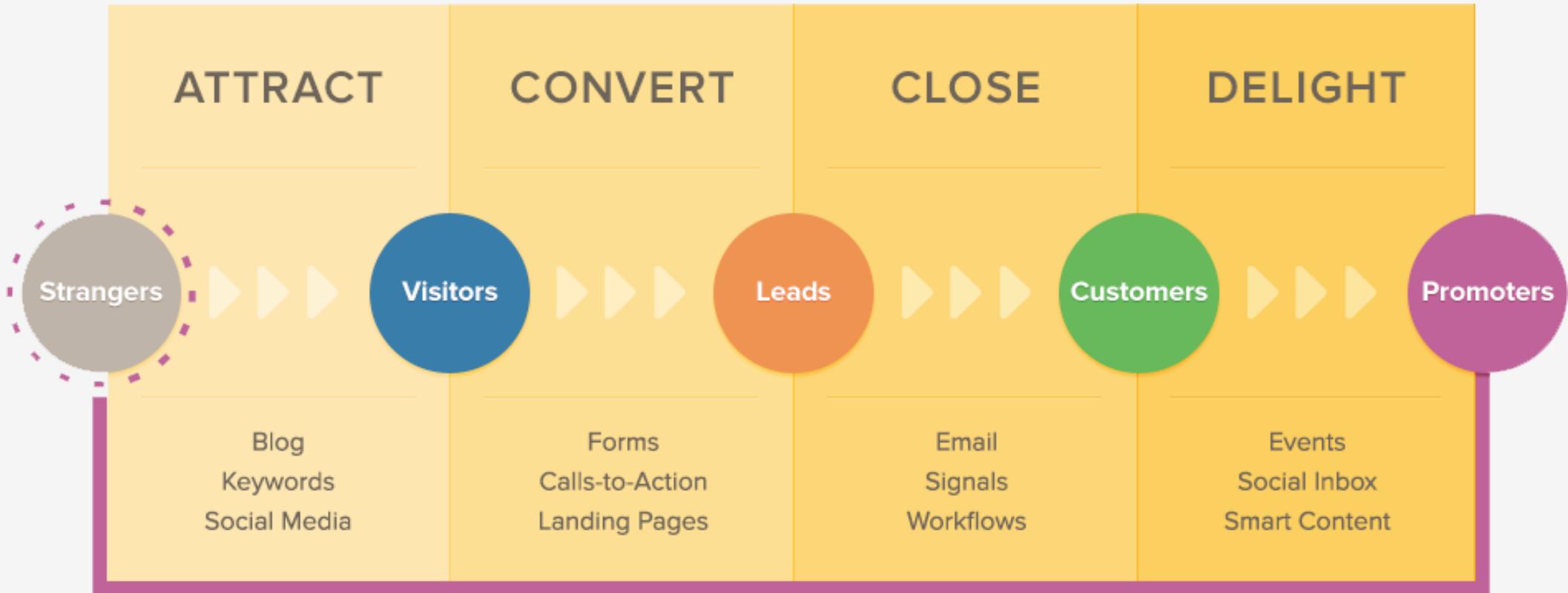


## Sharpen your inbound marketing skills.

Boost your marketing I.Q. with ebooks, videos, webinars, research and more from our vast library.



[Browse HubSpot resources >](#)



**They sell Inbound Marketing**  
(it's another funnel)

Email Tutorial Need Help?

Content Options Sending

Campaign Used to group multiple pieces of content for analysis across a single marketing effort. Inbound-SQLSourceControl Add new...

Email Type Select the type of email you want to send. Marketing Information Manage...

Email Footer Choose the office location information that will appear in the footer of this email. Default Manage...

Main Content

Message Subject Introducing patterns and practices for database lifecycle m: Contact

Personalize this content for different contacts.

Main Email Body Make Smart

Rich text editor with menu (Edit, Insert, View, Style, Table, Tools) and content: Hi FIRSTNAME, By now, application lifecycle management (ALM) is a well-understood category...

Update automated email Save Send test email Actions

Hi By now, application lifecycle management (ALM) is a well-understood category. It's all about ensuring development and release processes are controlled, responsive, and efficient...

Database lifecycle management patterns and practices

We hope the articles here will help you understand the theories and methodologies behind every stage of the database delivery pipeline.

Thanks, The Red Gate Team

To unsubscribe, click this link or write to us at: Red Gate Software, Newnham House, Cambridge Business Park, Cambridge, Cambs, UK, CB4 0WZ

Preview in other inboxes View preview as... Preview

[Back to Knowledge Base](#)

Select Language | ▼

definition of click



All

Quick Answers

User Guides

About 33 results (0.09 seconds)

### How to add users to your HubSpot account

Mar 20, 2014 ... **Click** on your name, then **click** on Settings. Add User button at the top-right side of the screen.

USER GUIDES

### Understanding Keywords

Jul 28, 2014 ... In the graphic below, the plus sign shows the **definition** of each type of ... Log in and **click** the Help button, to get in touch with support.

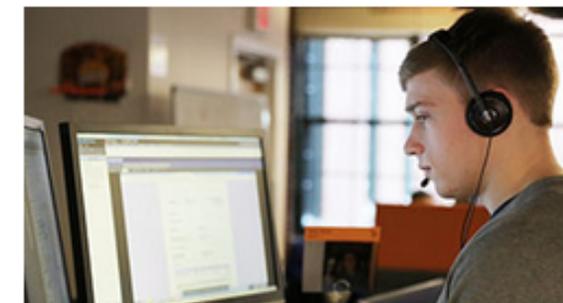
USER GUIDES

### What is the difference between visitors, visits, and page views ...

Jun 6, 2014 ... Then, they **click** on a search result and view www.hubspot.com. ... The visitor had 1 visit to www.hubspot.com by **clicking** on a link from an

lots of simple how-to  
no reference

### Still need help?



Log in and click the **Help** button, to get in touch with support.

### More resources

[User guides](#)

# Inbound at Red Gate





**massive content tart**

# DATABASE DELIVERY

## PATTERNS & PRACTICES



Stage 1  
Version control

Stage 2  
Continuous integration:  
Fundamentals

Stage 3  
Continuous integration:  
Advanced

Stage 4  
Automated deployment

Further reading  
[Organization and team processes](#)

Continuous database delivery is an automated process for building, deploying and testing databases to reduce risk and make rapid releases possible. It's enabled by a pipeline that starts when database changes are checked in, and ends when they're deployed to production.

The articles collected here will help you understand the theories and methodologies behind every stage of the database delivery pipeline.

## STAGE 1 Version control

Get your database under version control

### Get your database under version control

- [Why Put Your Database into Source Control?](#)
- [Change management and source control](#)
- [When database source control goes bad](#)
- [Foolproof atomic versioning of databases](#)
- [SQL Server Source Control Basics](#)
- [Stairway to Database Source Control](#)
  - [Level 1: Setting Up For Database Source Control](#)
  - [Level 2: Getting a Database into Source Control](#)
- [10 Commandments of good source control management](#)

### Improve manual database change management

- [Database Deployment Challenges](#)

## OTHER RESOURCES

To learn more about database delivery [visit the Red Gate website](#).

[The Training Academy](#) provides free tutorials from experts.

## SQL Categories

[SQL Home](#)  
[Learn SQL Server](#)  
[SQL Training](#)  
[Database Administration](#)  
[T-SQL Programming](#)  
[Performance](#)  
[Backup and Recovery](#)  
[SQL Tools](#)  
[Editor's Corner](#)  
[SSIS](#)  
[Reporting Services](#)  
[Database Delivery](#)

## Database Delivery Learning Program



Visit our patterns and practices library to learn more about continuous delivery for databases.

Find out how to automate the process of building, testing and deploying your database changes to reduce risk and make rapid releases possible.

### Get started

## Custom RSS feeds

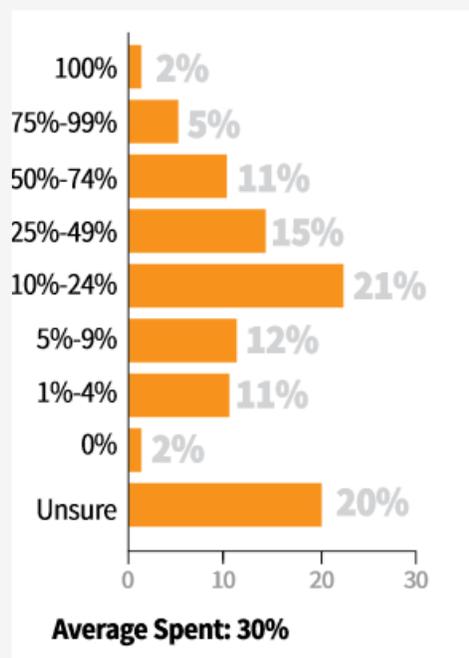
- [SQL](#)
- [.NET](#)
- [SysAdmin](#)
- [Opinion](#)

If you update your feed, please remember to tell your RSS reader the new URL

# It's not just us

or:

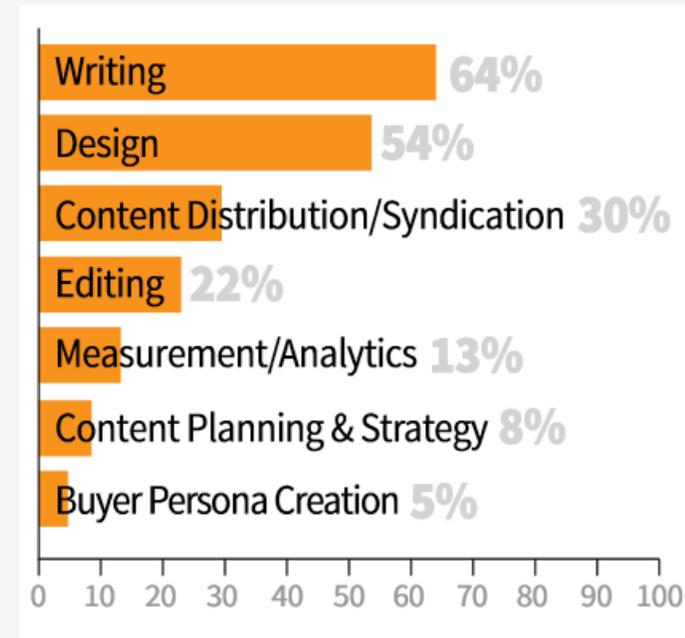
## Three cherry-picked graphs



Proportion of budget spent on content marketing



Challenges marketers face



What gets outsourced

# Lead intelligence

Documentation use as a purchase signal

yes, I know it's creepy

## July

- 1 Email
- 2 Automation Events
- 2 List Memberships
- 1 Salesforce Sync

## June

- 1 Source
- 2 Lifecycle Changes
- 1 Form Submission
- 1 Website Visit
- 2 Emails
- 8 Automation Events
- 1 Salesforce Sync
- 4 List Memberships

The screenshot displays a vertical timeline of user activities. At the top, there are summary statistics for July and June. The main timeline consists of several entries, each with a circular icon, a title, a timestamp, and a status indicator. The entries include syncs from Salesforce, trial expiration notices, resource links, and document views. A 'Standard Page' type is also indicated. The bottom of the screenshot shows the start of a new entry for 'Getting started with your trial of ANTS Performance Profiler'.

**July**

- 1 Email
- 2 Automation Events
- 2 List Memberships
- 1 Salesforce Sync

**June**

- 1 Source
- 2 Lifecycle Changes
- 1 Form Submission
- 1 Website Visit
- 2 Emails
- 8 Automation Events
- 1 Salesforce Sync
- 4 List Memberships

**Timeline:**

- Synced 4 Properties from Salesforce** (7:07 AM) - Delivered
- Your trial of ANTS Performance Profiler is expiring** (9:16 AM) - Delivered
- Synced 8 Properties from Salesforce** (10:59 AM)
- Resources to help with your ANTS Performance Profiler trial** (9:16 AM) - Delivered
- Finding a dynamically generated assembly leak - ANTS Memory Profiler 8 - ...** (3:16 AM) - Standard Page
- 8:34 AM** - ANTS Performance Profiler - Download
- 8:44 AM** - The summary page - ANTS Memory Profiler 8 - Product Documentation
- 8:44 AM** - Checking unmanaged memory usage - ANTS Memory Profiler 8 - Product Do...
- 8:44 AM** - Understanding and troubleshooting unmanaged memory usage in .NET
- 12:28 AM** - Troubleshooting application crashes - ANTS Performance Profiler 7 - Product ...
- 12:28 AM** - ANTS Performance Profiler 8.0 release notes - ANTS Performance Profiler 8 - ...
- 12:28 AM** - Troubleshooting application crashes - ANTS Performance Profiler 8 - Product ...
- 2:45 AM** - Checking for large object heap fragmentation - ANTS Memory Profiler 8 - Pro...
- 3:16 AM** - Finding a dynamically generated assembly leak - ANTS Memory Profiler 8 - ...
- Getting started with your trial of ANTS Performance Profiler** (9:16 AM) - Delivered
- RedGateIntegration** (9:08 AM) - 2 Updated Properties
- Became a Lead** (9:08 AM)
- Became a Subscriber**

It's horrible, but

maybe we need  
each other

Maybe it's grimly inevitable



**You're a revenue centre,  
take the credit.**

**And help. Look at us – we need it.**



**Questions?**

# References

- [Kathy Sierra at Business of Software](#) - If you do nothing else, watch this
- [The Zero Moment of Truth](#)
- [The near impossibility of measuring returns to advertising \(PDF\)](#)
- [The Jobs To Be Done framework website](#)
- [HubSpot on Inbound Marketing](#)
- [B2C Content Marketing, benchmarks, budgets, and trends study, 2014 \(PDF\)](#)
- [The Innovator's Dilemma](#)
- [Good Strategy, Bad Strategy](#)
- [The Lean Start-up](#)
- [Every Grain of Rice](#)
- [Mapo Tofu, my inauthentic ad-hoc recipe](#)
- [The Killing Joke](#)
- [Bill Hicks on marketing](#)