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San Francisco Bay Area Chapter
of the American Marketing Association
PO Box 38255
San Jose, CA 95158

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marketing  **connections**
a publication of San Francisco Chapter of the American Marketing Association www.sfama.org

volume 1 WINTER, 2007

LIFESTYLES OF HEALTH AND SUSTAINABILITY

To this market segment, marketing "Green" ain't enough, you need to keep it real

by JP Collins, Pylon Studios

Does it seem to you that everywhere you turn people are talking about "green?" I've noticed and I'm not surprised. With the recent increase of green awareness in the mainstream media and market it seems only natural that there is a segment of marketing called "green marketing."

Like all large market segments, the green market is diverse—from hard core "Deep Ecology" enthusiasts to "Light Greenies" and of course everything in between. The people who make up the in-between might be solely focused on health issues while others strictly on energy savings and the durability of a product. Still, the largest group of in-betweens want all that and more.

MEET PAUL AND ANN

Long-time residents of San Francisco, they moved to The City for cultural and educational reasons. Both studied creative arts in college. They've maintained a vegetarian diet for twenty-plus years and have always shopped at alternative, health-oriented grocery stores. Paul operates his own consulting business out of their home and Ann rides the bus to her job at a publicly funded library and archive. They could make more money in the corporate world, instead they opted for jobs that give them more fulfillment.

Paul and Ann own a car but they purchase carbon offsets based on the amount of miles they drive per year. Because they live in a centralized neighborhood in a city, they mostly walk or take the bus to do shopping and errands. They have a yard and garden and are looking into growing their own food but are also concerned about conserving water.

Both have a good sense of style but when they make purchase decisions they always follow a few factors before buying. These decisions could be translated into: How does it fit into their lifestyle?

OR:

- How much of the product or packaging goes into the waste stream and is there a less wasteful alternative?
- If it's a body-care product, does it contain harmful ingredients like parabens?
- If it's a food product is it delicious and nutritious, and is it organic, is it locally produced, is it fair-trade, or does it contain artificial ingredients?

- Will it contribute harmful contaminants to the house?
- How is it made and what is it made of?
- Did the production of this product exploit workers in developing countries or use child labor to produce?
- Does it reduce energy or water use and our environmental footprint?
- And if so, how?
- Is it designed well and fit into our aesthetic sense?

FAMILIAR TERRAIN OR STRANGE LAND?

If this scenario sounds familiar, you may be like Paul and Ann yourself or know someone like them. In either case, welcome to LOHAS land. If you've never heard of it, LOHAS (Lifestyles Of Health And Sustainability) is a multi-billion dollar market segment, has been around for about ten years, and was estimated to be worth around \$209 billion in 2005. LOHAS consumers focus on health concerns and energy use, but also social justice, product performance and style.

The LOHAS market parallels the mainstream but in an alternative way. The categories within the market include:

- Personal health: natural/organic foods, supplements, personal care, alternative medicine, yoga, health/fitness and media
- Eco-Tourism: eco-travel and adventure travel
- Alternative Energy: green pricing programs, renewable energy-certificates and carbon offsets
- Alternative Vehicles: hybrid vehicles, biodiesel, car sharing (programs)
- Green Building: ENERGY STAR products and homes, other green-certified homes, materials and solar panels
- Natural Lifestyles: home furnishings/supplies, natural pet products, cleaners, apparel and philanthropy

An additional \$215 billion are spent in Socially Responsible Investing: privately managed accounts and SRI screened mutual funds.

Ultimately though, what makes LOHAS consumers unique is that LOHAS is a lifestyle market. It developed out of the Baby Boomers, the Green

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continued on page 2



Wind-power, Solar Energy, and alternative energy technologies are values embraced by the LOHAS consumer.

LOHAS, continued from page 1.

Movement and Cultural Creatives. They may not be the wealthiest market segment but they are less price sensitive if they perceive the health-related or sustainable value in the product. LOHAS consumers tend to be early adopters and brand loyal but only if the product or service performs well, is credible or authentic. They are great for viral marketing because they like to talk about a product that they like and believe in. And although they are less price sensitive they are very demanding that the product perform as well or better than it's conventional counterpart. Consumers in this market will look for additional information regarding a product to make sure its claims are valid and authentic.

REACHING THE LOHAS MARKET

Coming back to all the talk that's been going on about green and sustainable issues, it's more than likely that LOHAS consumers have been driving a lot of the buzz. As I mentioned before, they are great for viral marketing because they will champion a product or service. But that product or service must be of good quality AND be good for the environment, and fair and just in it's production. To just say that a product or service is "earth-friendly" is not enough it's important to explain why and use specifics in the message.

LOHAS consumers understand the nuances of sustainability. For instance the LOHAS segment will understand what an endorsement like the ENERGY STAR label means. But not all consumers will, so it helps to explain why a product is green i.e. it saves energy, etc. By adopting the language and positioning LOHAS consumers understand, you can reach both that audience and educate consumers who are now discovering green products.

It's important to remember that LOHAS consumers look for authenticity in the marketing of a product or service. If you have a non-green product you want to sell to LOHAS or other green segments it's better to sell it on it's own terms and not as anything green. To maintain any credibility with this audience it's important not to use generic terms like "earth-friendly," "good for the environment," or even "sustainable." Keep it real, accentuate the positive and don't try to sell something green that isn't. You'll help your client, maintain your credibility and maybe benefit the world.

JP Collins is the owner of Pylon Studios a creative studio that provides creative marketing services, consulting and design. Pylon Studios is registered with the city of San Francisco Green Business Program and is a member of the Co-Op America Business Network. Pylon Studios works primarily with green building and renewable energy companies, and clients serving the LOHAS market. More information can be found at: www.pylonstudios.com

Much of the information in this article came from research presented by Gwen Rodgers of the Natural Marketing Institute at the West Coast Green conference in San Francisco, September 2006. Visit <http://www.nmisolutions.com/index.html>.

IT'S NOT EASY BEING GREEN

Marketers need to recalibrate their thinking about Green

By Erik Bunaes, Partner, InfiniteQ Group

What do the following companies have in common: Redwood Security Systems, Sir Francis Drake High School, Bubba's Diner, the Latino Council of Marin, Auberge Resorts, Postal Services Plus, Marin County Bar Association, Gold's Gym Marin and Three Twins Ice Cream? They are all certified Green Businesses, recognized by the Bay Area Green Business Program.

Does that surprise you? In our research and consulting work, we have found people's perception of Green businesses to be way too narrow. Most people think green businesses are solar panel manufacturers and installers, recycling businesses and perhaps some Green construction or design firms. This is only a small slice of the many different types of businesses that consider themselves Green, and neglects a large potential market. For example, since its inception in 1997, the Bay Area Green Business Program has certified over 1,000 bay area businesses.

Therein lies the gap in many people's perception of what it means to be a Green business. While a wide variety of people and businesses consider themselves Green – and some very strongly so – most marketers have yet to expand their view to include the entire spectrum of this market. The Green market – also called the Lifestyles of Health and Sustainability (or LOHAS) market – is large; estimated at \$208 Billion in 2005 U.S. consumer spending alone.

It is critical therefore for marketers to understand the characteristics and buying habits of this emerging category. Importantly, marketers must also understand this can be a hot-button issue for certain people. Perhaps as a result of widespread discussion and coverage of global warming, proponents of a sustainable environment can be skeptical of marketing pitches from companies claiming to be Green. Successful positioning of companies, products or services as Green must not appear to be jumping on the bandwagon or "Green-washing" their message solely for economic benefit. In fact, Green proponents often speak of the "triple bottom line," a concept of measuring business performance in terms of economic profits, environmental sustainability and social responsibility.

The most effective way for companies and marketers interested in gaining entry and acceptance in the Green marketplace is to become a Green certified business yourself. Not only are you helping the environment by reducing energy and water consumption and reducing waste – likely saving yourself some money along the way – but you demonstrate with action that you understand and support the importance of environmental sustainability embraced by the LOHAS market.

More information about the Bay Area Green Business Program is at www.greenbiz.gov.

About InfiniteQ Group

InfiniteQ Group (IQG), a management consulting firm, serves commercial and community banks up to \$20 billion (assets) seeking new avenues of growth. IQG works with banks to expand geographically, enter new market segments, understand emerging & Green markets, deploy effective communication strategies and develop new products and programs to better serve their customers. For more information about the company and its services, please visit www.InfiniteQGroup.com or call Erik Bunaes at (415) 595-6813.

CONSCIOUS CONSUMERISM

Values-driven consumers are changing the rules of marketing

Alana Jelinek, Principal, FARM Graphic Design

- health and safety
- honesty
- convenience
- relationships
- doing good

The five core values that drive socially-minded consumers

Eco-friendly claims are no longer enough to capture the loyalty of “green” consumers. Companies must also “walk the talk” with socially responsible actions or risk the backlash of their “conscious” consumers. Conscious Consumerism is a \$33 billion dollar market.

According to the *BBMG Conscious Consumer Report** released in November of this year, 9 in 10 Americans identified with the term “Conscious Consumer”.

FIVE CORE VALUES DRIVE CONSCIOUS CONSUMERS:

Health and Safety — natural, organic, and unmodified products are the choice for health and nutrition, avoiding products with pesticides or additives that might be harmful to the environment or to people.

Honesty — Conscious consumers look for authenticity and transparency, accurately detailing product features and benefits. Greenwashing is shunned.

Convenience — We live in a world that places many demands on time and resources. Conscious Consumers want products that fit their lifestyle and budget.

Relationships — Given the opportunity, Conscious Consumers prefer to support local economies over multi-nationals. The example of Joan B. at left is typical of the consumer who shops at a Farmer’s Market and feels good about the relationship behind her purchase.

Doing Good — These are consumers who hope to make a difference with their purchasing power. Companies engaged in environmentally friendly products, Fair Trade, Living Wage policies, and social responsibility are the brands that Conscious Consumers are eager to embrace.

The *2007 Cone Consumer Environmental Study* released in May, 2007 concludes that consumers have high expectations for corporate environmental responsibility. 91% of Americans have a more positive image of a company when it is environmentally responsible; 93% of Americans believe companies have a responsibility to help preserve the environment; and 85% would consider switching to another brand if they learned of a company’s negative corporate responsibility practices.

*Alana Jelinek is Principal and Founder of FARM Graphic Design, a green corporate identity and marketing design consultancy in Santa Rosa and a Green MBA candidate at Dominican University. *Sources: the BBMG Conscious Consumer Report White Paper. Available as a free download at <http://www.bbmj.com/enewsletter>. Cone LLC, 2007; Cone Consumer Environmental Survey, May, 2007.*

CONSCIOUS CONSUMER PROFILES

KRISTIN T.

Age: 30, single mom
Job: Massage Therapist
Reads: *YOGA Journal*;
Natural Home



“I never mind paying high prices for food if I know I’m getting the highest quality organic produce.”



Joan B.

Age: Baby Boomer
Job: Teacher
Reads: *NYTIMES*
Organic Gardening
“Anything by
Barbara Kingsolver”

“When I shop at the Farmers Market, I love knowing who grew my food, how they grew it, and where it comes from.”



Jeremy S.

Age: 28
Job: IT Consultant
Reads: *WIRED*, *MySpace.com*,
Backpacker
GreenBuzz.com

“The hiking boots I buy are from a local company who will recycle my boots when I’m done with them. They even have a “nutrition label” that tells me what resources went into making them. I love the outdoors and value nature. I only buy products that “do no harm.””

Meet Nicole
Director of Online Research
AKA “Research Guru”

Last month, Nicole conducted Web surveys with:

- complex skips and rotates
- question paths determined by a customer database
- thousands of questions
- real-time online reporting
- multiple-language versions
- logos and color schemes matching her clients’ branding

Nicole’s back room survey operations?

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SOCIAL SECTOR MARKETING MATERIALS MAKEOVER:

Tips for Getting Results with Your Writing — Part II

Dalya F. Massachi, founder of Writing for Community Success

In Part I of this article (in the Spring 2007 issue), I explored the first three steps of my “2P2R Pre-Writing System.” That is:

STEP 1: DETERMINE YOUR SPECIFIC WRITING PURPOSES.

Think about precisely what you’re trying to accomplish with your specific document. Think beyond your general goal and drill down to particulars.

STEP 2: IDENTIFY YOUR PRIORITIES.

Once you know why you’re writing, it’s time to brainstorm about the most important information you want to convey. Start outlining what you want your reader to take away after reading your piece.

STEP 3: KNOW YOUR READERS.

Writing with your readers in mind is like engaging in an intimate conversation. And for that, you need to know who you’re talking with – and what they want to get out of the conversation.

I ALSO MENTIONED STEP 4: REFINE YOUR MESSAGES.

In this step, you’re ready to match your PRIORITIES with your READERS’ interests, while keeping your PURPOSES in mind. While each piece you write will have a different pre-writing plan, we know several techniques that should be in all good marketers’ toolboxes. Simply put, your job is to refine your document so that it makes your readers feel good about the benefits you’re offering – so good that they are willing to take a chance on you. Your writing has to persuade them that your product or service will help them achieve their own goals. This is not an easy task!

HOW TO FURTHER HONE YOUR COPY

Let’s turn now to several of these powerful ways to continue to REFINE your messages.

- **Deliver information with simplicity, clarity, and conciseness.**

Don’t you hate wading through mounds of data to find what you want? Most people will just pass rather than spend too much time or energy trying to sort things out. So you want your writing to be easy to understand and remember. The simpler the better. (But not simplistic!)

- **Ban abstractions.**

Turn anything abstract into visceral, tangible, personal impacts. Concrete images and specific details really show your readers what you’re talking about. Build interest, add drama, and help your readers visualize how they will enjoy the benefits you can provide!

- **Spend extra time on the headline.**

Your headline needs to grab your reader’s attention and not let

go! It needs to not only identify your subject, but speak directly to your intended reader: It should say: “Stop! This message concerns you! Right now!”

In about five seconds, your headline should inspire your reader to continue reading. That word, phrase or sentence has to be extremely strong! In fact, you could have the most powerful copy, but if your headline falls flat you are doomed. Don’t let that happen!

- **Activate them with your ending!**

Yes, it’s true that most people are great procrastinators. “Why do today what I can do tomorrow?” is their refrain. But, as we know, “tomorrow” may never come. Give them reasons to act now!

This “call to action” should include:

- All the details they need to respond to you right away, in the way you want them to
- Several easy ways to interact with you – by phone, email, web, etc.
- A time-limited offer, deadline, or other implication of urgency

The Next Steps

After you’ve begun to refine your document, start thinking about how to take it to the next level:

- **Do a reality check.**

Try running your work past members of your intended audience -- and see what comes back! These people should preferably be no more than acquaintances, or they can be friends or editorial professionals whom you trust to give you honest opinions (and not sugar-coated comments).

- **Get picky.**

As you probably well know, hundreds of grammar and punctuation rules are running around out there. And they can make you look foolish, amateurish, incompetent (or worse) if you don’t master them. You don’t want something as silly as a stray comma or mis-conjugated verb or overlooked typo to stand in the way of getting your messages across!

Now ... Give It a Try.

A well-refined document will leave your reader educated, inspired, entertained and – most of all -- motivated to act. Take a look at the piece you’re writing and check to see that it accomplishes all that. Believe me – it is worth it!

Dalya F. Massachi, founder of Writing for Community Success, specializes in helping social sector professionals get great results from outstanding written materials. This article is excerpted from her forthcoming book, “Writing to Make a Difference: 25 Powerful Techniques to Boost Your Community Impact.” For more information, and to sign up for her free e-newsletter, visit www.dfmassachi.net.

TAKING CARE OF OUR OWN

By Stuart Montgomery, Vice President, Sales and Marketing, Ellipsis Media

It can happen to any of us at anytime; suddenly our once comfortable lives are changed forever. A health care marketing executive exhausts the family savings due to a protracted period of unemployment and is days away from being evicted. A radio sales manager crashes into a tree on the ski slopes on Christmas morning and becomes a paraplegic. An ad agency exec interviewing for a job in upstate New York, because at the time there were no jobs in the Bay Area, barely survives a car accident and is permanently disabled. All of these real life people have come to the Bay Area Advertising Relief Committee for assistance.

For the sales manager, BAARC provided funds for a hospital bed large enough for him and his wife to share. For the agency executive, the BAARC case worker was instrumental in helping work through the very difficult disability process with Social Security and paid some of the legal fees. For the health care professional, BAARC provided emergency temporary living expenses until the individual found work.

The Bay Area Advertising Relief Committee (BAARC) is a nonprofit organization providing emergency financial support and other key resources for our colleagues in the nine county Bay Area advertising, marketing and public relations community. BAARC's assistance is provided with complete confidentiality to maintain the dignity and privacy of all grant recipients.

BAARC began in 1984 with one man named Wally Brazeal and four friends who came to his aid when he needed them most. Upon hearing news of Wally's illness and his exorbitant medical expenses, those four friends decided it was time the ad industry took care of its own. And so they formed BAARC. Wally Brazeal had spent his career in the Bay Area as a broadcast sales rep and had made many good friends in the business. When the ad community heard of his need, support was immediate. A Board of Directors was formed and soon a fund-raising effort was underway. Unfortunately, during the planning stages of the event, Wally's wife, his primary caretaker, died unexpectedly.

This prompted even stronger resolve on the part of Wally's friends. They called upon our media community, who generously responded by advertising and promoting the fund-raising event. Although they were rewarded with an overwhelming turnout, sadly that very evening, Wally Brazeal passed away.

Continuing today with the same spirit of generosity and concern, BAARC is more prepared than ever to help members of the advertising and marketing community. BAARC volunteers have made a concerted effort to generate annual personal and corporate donations from all of the local communities. An even bigger challenge for us is to get the word out to the people who could use BAARC's services the most.

This presents us with an unusual marketing challenge. We have to raise awareness to attract both donors and recipients; and, of course, with no marketing budget. Fortunately, both targets are in the same general space. Our strategy is to affiliate and find powerful friends. The effort begins with our board. Ours is a roll-up-your-sleeve-and-get-busy working board. No pontificating allowed during meetings. Each board member serves on a minimum of one committee, and it

is common for directors to serve on several different committees. Besides volunteering, we have close to 100% board contributions to our general fund. (BAARC does not set a minimum donation level for board members.)

We have two major events each year. The BAARC Bash is held each spring. Next year's will be mid May at the Four Seasons Hotel. This year's attendance was just under 450 with a \$125.00 per plate charge. The Bash has become one of the largest industry events and the only one that attracts people from all areas of the advertising and marketing community: agencies, clients, media and online. This event is a celebration. We thank the organizations who have contributed and recognize the individuals who have delivered on BAARC'S promises.

Our second event held in the fall is an example of having powerful friends. McCann became our pro bono agency three years ago and to kick off the relationship we had the first annual McCann Roof Top party. This year we had over 200 people with a voluntary door charge of \$35.00 which produced almost \$5,000. We also sell sponsorships. As you can imagine, the opportunity to see and be seen by the McCann folks at an event for an organization that they so strongly support is an irresistible draw for the media community.

These events are augmented by the activities of our supporting organizations. We are one of two beneficiaries of the Society of Television and Radio (STAR) Auction. This contribution represents a significant portion of our operating fund. In addition, the Bay Area Interactive Group also known as SF BIG, is a major sponsor as is the Greater San Francisco Advertising Club. Other organizations that support us are the IAA and the NCAB. Each of these groups has a liaison person who sits on the BAARC board and attends our monthly meetings.

In addition to these major events, BAARC has an Ambassador Committee whose members attend our supporting organizations regular events.

This year we are very excited to have a new relationship with San Francisco chapter of the American Marketing Association. This presents us with a fresh opportunity to raise our awareness among the client side members of the community. We are very grateful for the support from David Shimada and Bobbie LaPorte and are looking forward to attending your holiday party.

We currently have three openings on our board. If you are interested, please contact me at stuart911sf@gmail.com

You are also invited to attend our board meetings held on the first Thursday of each month.

BAARC is here to help. If you know someone who is in a financial or health related crisis, and was or is currently employed in the advertising, marketing or PR field in the nine county Bay Area, please have them visit our web site www.baarc.com for details on how to apply for a grant.

The Bay Area Advertising Relief Committee (BAARC) is a nonprofit organization providing emergency financial support and other key resources for our colleagues in the nine county Bay Area advertising, marketing and public relations community.

Stuart is a veteran advertising industry executive, the incoming Vice President of BAARC and Chairman of their Marketing Committee.
stuart911sf@gmail.com • www.baarc.com

Managing Your Career

HANDLING CHANGE AND CAREER TRANSITIONS

Roberta (Bobbie) LaPorte, RAL & Associates

Personal resilience is an asset for anyone working in any organization. Those who have it maintain their productivity and flexibility in the midst of the change and transitions that are normal in today's world of work. Those who are most effective at career development do even better: they watch the trends affecting their profession and industry. Then they ride the wave of change, using it to their advantage.

Resilience, the first step in change management involves four areas:

1. UNDERSTAND YOURSELF.

Career management starts with knowing your strengths, skills, and developmental needs. Change-management starts with knowing your physical and emotional reactions to change and the attitudes that underlie them. While you may not be able to eliminate your physical and emotional reactions, you can mitigate them by examining — and possibly deciding to change — your attitudes. This usually involves conversations with others who know you well but are not affected by the external changes as you are.

2. KNOW THE TERRITORY.

People who understand the larger forces behind changes in the workplace are less likely to personalize them -- and less likely to react emotionally. This typically means looking beyond your department and beyond your organization to forces at work in the country and around the world, including the technological changes that often create workplace changes. Those who have done careful career development work are usually less surprised by change and more prepared

to use it to benefit their careers.

3. CONNECT TO RESOURCES.

In times of major changes at work, personal support outside of work is a useful asset. Objective people who know you and understand the workplace can help you determine your best next moves. You may also need expert resources, such as career consultants or people knowledgeable in your company and industry. If changes have raised your stress level enough to bring on intense emotion or physical symptoms, you should get professional medical or psychological assistance immediately to resolve those problems so you can proceed with your career.

4. TAKE ACTION.

Your best next step will emerge from the work you do in knowing yourself, understanding the changes, and connecting with resources. The point of course, is to see what you need to do to move your career in the direction you want to go, even when workplace changes are rapid and intense. Those experienced in systematic career development often capitalize on change -- rather than suffering from it -- using it to further their careers.

Roberta (Bobbie) LaPorte, of RAL & Associates, a career and leadership consulting firm, is Past-President of the SFAMA. Bobbie works with marketing professionals in transition to help them find the best next step in their careers. She can be reached at www.bobbielaporte.com.



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ON THE MOVE

SFAMA member Steve Fritz has recently joined Aravo Solutions, Inc. as director of marketing. Aravo helps companies quickly and accurately on-ramp and manage supplier master data, enabling them to create error-free transactions, provide actionable decision support and turn supplier information into a valuable asset that can be leveraged throughout the organization.

In this role, Fritz will lead the development of Aravo's marketing strategy for all products and services, and drive the execution of Aravo's marketing campaigns. Prior to joining Aravo, Fritz held numerous senior marketing management positions including SAP Labs and Sun Microsystems. At Sun he launched and managed marketing campaigns for many of Sun's high-profile products and solutions. Earlier in his high-tech career, Fritz held senior marketing positions at three innovative Silicon Valley start-ups: Dolch Computer Systems, Liberty Electronics and Raster Graphics. Fritz received his B.S. in marketing from Cal State University and received his M.S. in journalism from the University of Oregon.

2008 MARKETING CAREER AND INTERNSHIP FAIR: THREE UNIVERSITIES, HUNDREDS OF MARKETING STUDENTS

Are you looking for the right people to hire for full-time marketing and public relations positions? Do you want to find qualified students for internships? Then don't miss the Marketing Career and Internship Fair sponsored by the collegiate chapters of the San Francisco American Marketing Association. Join us 13 March 2008 at the University of San Francisco.

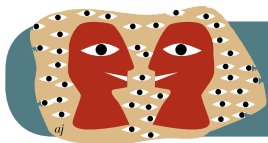
WHAT: 2008 Annual Marketing and Internship Fair
WHEN: Thursday, 13 March 2008
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2130 Fulton Street, San Francisco CA 94117

Promote your internships, entry-level opportunities and your organization to committed, talented and experienced undergraduate and graduate marketing students in the Bay Area.

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Non-Profit Registration: \$150

For maximum savings, register online at <http://www.sfama.org/events/calendar/careerfair08> by 31 December 2007. Space is limited.

Questions? Contact Dr. Blodwen Tarter, VP Collegiate Affairs, btarter@ggu.edu.



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For information on advertising and sponsorship in Marketing Connections, please email Tracey Matchett at tmatchett@sugoagency.com.



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Hidden in Plain Sight: **HOW TO FIND AND EXECUTE YOUR COMPANY'S NEXT BIG GROWTH STRATEGY.**

by Erich Joachimsthaler

Review by John Hoffman

With so many smart people working on innovation, why do companies so often get it wrong? Why does a computer manufacturer (Apple) invent the leading portable audio device for digital music; outmaneuvering companies like Sony, Samsung and Panasonic, who had been in the portable audio device industry for years? How did obscure Spanish specialty clothing store Zara overtake Sweden's H&M to become the largest clothing brand in Europe and one of the fastest-growing clothing brands in the world? Having survived the carnage of the dot com bust, which claimed online retailers like pets.com and eToys, how does online retailer 1(800)Flowers.com continue to blossom quarter after quarter?

Vivaldi CEO Erich Joachimsthaler, the author of *Hidden in Plain Sight: How to Find and Execute your Company's Next Big Growth Strategy* has an answer. In their desire to give customers what they want, companies too often look at customer's behavior from a product perspective, instead of a behavioral perspective.

For example, while Sony and others tinkered with improving the features of portable MP3 devices, adding features or changing product designs, Apple correctly understood that the market opportunity resided in the consumer's relationship with the behavior of acquiring and loading music onto the player and more importantly what their choice in doing so says to the world about them. Enter the iPod's telltale white headphones – a novelty at the time, it screamed to anyone on a subway, school bus or campus, "I download my music through iTunes and that makes me waaay more [fill in the attribute] than you."

So why do companies often find themselves asking, "Why didn't we think of that?" Turns out there are several culprits:

- Segmentation in global industries creates segmented views of customer's behavior. Because each different business unit focuses on what it considers its market, the company ceases to consider the whole consumption and usage patterns of how people live, work and play.
- Companies often pursue market research to justify investing in the status quo, especially when it has a positive trend line. Resources are allocated to large, established, successful divisions. When a discovery is made that has the potential to become a growth opportunity, it is often overlooked, swept under the rug or given faint praise and little funding.
- The mistaken belief that the role of marketing and marketing research is to identify and satisfy customers' needs and wants (in B2C marketing) or provide solutions to the jobs customers must get done (in B2B marketing) is too simplistic. Defining customer needs and wants, event unmet or latent needs,



fails to anticipate the possibilities of what could be and to appreciate customers' true motivational forces; What Joachimsthaler describes as "the desires, urges, hopes, seductions, fantasies and dreams that over-

power, tease, titillate, arouse, and take control of our behaviors – the forces that people surrender to."

The key to discovering your company's next big growth strategy is in Joachimsthaler's DIG model (Demand-First Innovation & Growth), which consists of three interlinked parts:

- Explore the demand for their products and services through an in-depth understanding of how people behave and live their lives and how they consume
- Apply an innovative routine of structured thinking to identify opportunities that customers cannot articulate
- Formulate a strategy for effectively pursuing new opportunities.

Although most companies conduct some type of market research, they may fail to look for real opportunities and quantify them or fail to develop viable action plans that lead to results. The DIG model provides details on how marketers can become unbiased observers of people's consumption and usage behaviors.

Detailed case studies illustrate how companies can institute a multi-step process to put the DIG model into action. Readers discover how discovering the "Lay's Moment" boosted Frito Lay sales by 10 – 15 percent in a single quarter; how BMW engineers bucked the industry trend by going small with the Mini Cooper by introducing a new branding model; and how Axe broke out of the attribute trap and created a hot new sex symbol: the Axe Guy.

According to Joachimsthaler, "Successful opportunities for innovation and growth are right here, in front of us, and we often can't see them or don't act on them."