



May 2006 Issue

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Editor's Cut



As we move into the summer months the CMO Council has a full schedule of initiatives lined up to help you maximize your mastery of marketing challenges and opportunities.

We're already filling seats for our 2006 North American CMO Summit, October 4-6 in San Francisco, helped in large part by an all-star lineup of dynamic keynote speakers, including: Michael Linton, CMO of Best Buy; Jerry Jones, Jr., chief sales and marketing officer of the NFL's Dallas Cowboys; and Timothy Mahoney, VP of Marketing at Porsche Cars North America. Top marketers from Yahoo!, Eastman Kodak, OfficeMax and U.S.

Postal Service and many more will lead interactive panel discussions to discuss and debate the most vital strategies and tactics for improving customer engagement.

Register for the Summit at www.cmosummit.org by June 4 and take advantage of early bird registration discount. You'll also find information on our European and Asia-Pacific Summits on the site.

We also have a variety of thought leadership programs that we'll be bringing to you in the coming weeks. One of the most exciting to me is "Secure the Trust of Your Brand," a study of how security and IT integrity influence corporate reputations. The study, underwritten by AT&T, Symantec and Biz360 with research conducted by the Emory University's Zyman Institute, Opinion Research and the CMO Council, comes at a time when security breaches seem to be in the headlines every week, severely challenging the reputations of the brands involved. Our study brings together an exhaustive range of primary and secondary research, spanning both consumer and business audiences across North America and Europe. I urge you to provide your own insights and experiences regarding this important topic by taking our survey when it becomes available. The survey results and analysis will be available later this summer in a comprehensive report.

A new study titled "Accelerate How You Differentiate: The Alert Enterprise Audit" has just been released by our sister organization, the Business Process Management (BPM) Forum, and explores the role of IT in linking business strategy with execution. This study is particularly important to marketers because of the growing dependency on IT through customer relationship and measurement initiatives. The report will be available for download on www.bpmforum.org. In addition, be sure to register (and remind your CIO and IT executives to sign up too) for the [Alert Enterprise webinar](#) scheduled for June 14, which features discussion on the challenges and opportunities corporations face in becoming an Alert Enterprise.

In this issue I've included Milward Brown's Most Powerful Brands audit. This traditional and pretty effective way of looking at brands can now be contrasted with a new brand survey launched in April by the Keller Fay Group. The firm has been asking 100 people a day, aged 13 to 69, to recall brands they've been talking about with family, friends and co-workers. Those advertisers that subscribe to the survey can find out their brand's "talk share" and compare it to their market share. Sounds like a good way to get closer to the customer.

Enjoy the issue!

Scott Van Camp, Editorial Director of the CMO Council and Editor of Marketing Magnified, can be reached at scottvc@globalfluency.com.

Get to Know: Jacqueline Parkes, Senior VP of Advertising and Marketing, Major League Baseball



Jackie Parkes' passion for all things baseball began at an early age. Her father was the team doctor of the New York Mets, and Parkes' spent many days and nights at Shea Stadium. Talk to Parkes today about the game and the Major League Baseball brand, and you realize that passion hasn't diminished one iota. Now in her eleventh year at MLB, Parkes has seen baseball through the great times (think Cal Ripken) and low points too (think steroids), but she remains dedicated to what she calls the "greatest brand there is."

MM: How did you get started at Major League Baseball?

JP: Before baseball I worked for Jim Henson Productions—puppets before players, I like to say. Coming out of the strike in 1994, baseball was looking for someone to reach out to kids. I had that background from Henson, so it was a good fit. I was hired as director of advertising and promotions.

What are your responsibilities today at MLB?

Community relations, advertising, marketing promotion, research and all design services. We work as the internal agency for all things baseball, and also for the 30 clubs, broadcast partners and sponsor partners.

The clubs rely on us to be the one to promote the game at large. For example, for our brand initiatives for Opening Day, Mother's Day, Father's Day, charitable efforts, it's my job to create strategic alliances, develop integrated marketing and messaging around them, and deliver that to the clubs.

How much pushback do you get from the teams?

When you have a number of constituents you have to build consensus. Many new people are coming into sports marketing with innovative ideas. That's created an environment where there is a lot more open dialogue, and I've found that dialogue to be very helpful. The clubs are in it in a different way than I am. I'm here 365—there is no off-season for us. The clubs live it for 162 days when they're playing baseball. It's a marathon for them. No other sport is like that. Sometimes, yes we have spirited dialogues, but at the end of the day, the clubs are the single best marketers of their individual products.

I'll give you an example of how we work together: After the hurricanes in the Gulf Coast, we passed a cap in every ballpark and raised \$1.5 million. Players were standing at the gates collecting money with their wives, their kids, and donated a day's salary. We raised more than \$12 million in two-week period for the Red Cross. Then we aligned with Habitat for Humanity and themed our entire Game Four of the World Series around it.

How is sports marketing different from marketing consumer products?

There was a learning curve coming to baseball from Jim Henson, because marketing baseball is unlike marketing typical consumer products, where you plan things out. You can't plan things out in baseball. This is a living, breathing brand that changes hour-by-hour, day-by-day. You have to adapt quickly to a good thing that's happening in the marketplace, or position yourself better when things aren't as good with your product. That's not the way classic consumer products marketing works, because they are able to really manage their product lifecycle in a strategic mapped out fashion.

In terms of research, what tools do you have at your disposal?

Three years ago we formed a research department. Since we have so many TV broadcasts, and with media changing by the minute, consumers and advertisers were asking, "How did baseball do?" Ratings are looked at as one of the key metrics of our success. We needed to get a lot more intelligent in how baseball was faring relative to the competition, and where we could improve. That research now guides much of our strategic planning. It also enables us to position ourselves a lot better in the market place.

There has been a perception that we were getting outdated and were lower rated—the reality is that baseball has outperformed primetime in the fourth quarter by 60 percent in the last five years. We deliver more eyeballs and more GRPs than any of the primetime shows, but we weren't collecting those facts and getting them out there. In our B2B marketing it's been very effective in being able to show them these numbers.

What about in terms of customer data?

MLB.com has one of the largest databases out there—19 million-plus registered users. We tap into that database, and we're looking to leverage that database more aggressively. Obviously it's fish where the fish are, and because we have that asset we understand fan behavior, purchase intent, and many other things. It doesn't always translate from the online consumer to the offline, however. They are different types of people.

What are your top goals for the rest of the year?

For B2B our goal to communicate to the business community the vitality of the brand—that the World Series truly is the fourth-quarter event. We're gaining significant inroads and momentum with Madison Avenue on that.

For B2C, our research shows we're resonating in the community very strongly, and have because of our cause related marketing efforts for prostate cancer, breast cancer, and children's cancer. We'll continue our strong relationship with Habitat for Humanity, and our game will continue to be used as a platform to generate awareness and revenue for the Gulf Coast.

Improving our CRM efforts is a definite priority. And last but not least, today's generation has a lot more opportunities to use their free time, and we've been working more with youth groups and youth baseball leagues to make sure baseball is relevant to the kids. I see it in my own house. We used to have four channels to flip through, but look at the choices kids have today.

From ClickZ: How to Make Podcasting Work for You

By Heidi Cohen

Podcasting was the focus of several well-attended panels at the [Syndicate Conference](#) in New York last week. What's unique about podcasting is it allows users to time-shift audio content in an efficient, location-independent fashion to the device of their choice. Currently, a less-than-exciting 1 percent of North American online consumers listen to podcasts. This may not yet be a market that excites media buyers, but Forrester projects podcasting will reach 12.3 million households by 2010.

As podcasting ramps up, marketers must figure out how to both support podcasting and fit it into a marketing mix. Current podcast listeners tend to be early technology adopters who are well-educated males with high average income. In addition, they're time pressed, which makes them a more attractive market as they're hard to reach via traditional media. Here are some of the ways marketers are making podcasting work for them.

Marketing Goals

Podcasting is another marketing tool that's great at reaching and engaging niche consumer segments. As a marketer, you can either create your own media outlet or advertise with an established content company that provides content compatible with your brand.

Podcasts serve a variety of marketing objectives while reaching a broad spectrum of niche constituents. Some approaches include:

- Create a direct communication channel with consumers. Whirlpool developed ad-free [American Family](#) podcasts to address issues that affect families with diverse backgrounds.
- Extend brand reach through an emotional connection with customers.
- Add a new media outlet to extend a media company's reach. [WNYC](#) radio uses longer format podcasts to expand its audience beyond the reach of its terrestrial signal, and [washingtonpost.com](#) created podcasts to expand its offering into an audio format. Short sponsorships tend to be the best approach to integrate advertising. Podcasts can offer marketers audiences unavailable via regulated broadcast radio.
- Facilitate internal marketing communications with sales, distributors, business partners, and employees.
- Humanize investor relations. Provide investors with a better way to relate to your senior management team.

Enhance Your Podcast's Reach

To extend your podcast's reach, develop a marketing plan. Factors to consider:

- **Business objectives.** Consider what goals you want the podcasts to achieve.
- **Creative strategy.** Think about the podcast's content and format. John Federico of [Audible](#) advises hiring a PR or advertising agency to ensure professional quality.
- **Editorial calendar.** Develop a calendar of upcoming shows. Schedule content topics and frequency just as you would any traditional media outlet.
- **Promotion.** Build an audience for your podcasts. Tactics include:
 - Develop a brand for your podcasts. Create a dedicated area of your Web site or a related site. Include online tools, such as forward-to-a-friend, RSS ([define](#)) notification, and e-mail notices. Add instructions for podcast newbies to aid usage.
 - Include a text description and tag each new episode to podcast posts to aid searchability, as search engines don't search audio content. Enhance downloads with show notes and images.

- Post podcasts on popular portals. [iTunes](#) is one of the top resources for downloading podcasts. According to Hitwise, in April 2006 other top podcasting sites were [Odeo](#), [Podcast.net](#), [Yahoo Podcasts](#), [PodcastAlley.com](#), [Podcasting News](#), and [indiepodder.org](#).
- Promote podcasts throughout your site by navigation and footer links, house ads, and e-mail marketing. Add links to relevant content.
- Promote complementary podcasts in your own podcast in exchange for being promoted in theirs.
- Create a blog for your podcasts, even if only to list your podcast summary and tags, so search engines can find your podcast and you can easily ping blog-specific search engines when you've added another podcast, recommends [Pheedo's Bill Flitter](#).
- Leverage other media outlets. "[Scientific American](#)" promotes its podcasts in its print publications. WNYC drives users from its on-air shows.

Measure a Podcast's Impact

At this point, there are limited available metrics tools for podcasts. For marketers, this is an obvious concern. Given that being an early adopter in many markets can drive PR buzz, the need to document a positive ROI approach may not be that important in the beginning, especially if you have a budget for experimental advertising. Lack of established metrics shouldn't be a reason not to test podcasting.

Here are some basic metrics people are using:

- **Downloads.** At a minimum, monitor the number of times a podcast is downloaded. You can assume a significant percentage of downloads are listened to, because it's an on-demand medium. InfoWorld's recent Podcast Insights by Palmer Research supports this. According to the research, 56 percent of respondents listened to podcasts within 24 hours of downloading. Another related indicator is podcast feed subscription data.
- **Direct response tool.** To increase podcast measurability, incorporate a call to action that gets listeners to visit your Web site or call a toll-free number. Offer listeners something of value, such as unique content, a white paper, or a discount.
- **Branding.** If your goal is to augment your brand, consider using branding metrics.
- **Listener input.** As another way to determine the impact on consumers, solicit listener input about podcasts. WNYC has found donors cite its podcasts as important through a check box and comments box on its online donations page.
- **Costs.** Podcast costs include content creation or repurposing, marketing, servers, and bandwidth.

A few companies are emerging to measure the impact of podcasting and related advertising. Among them are Audible's Wordcast, which measures reach and frequency; Podtrac, which offers audience data based on downloads; Arbitron's Portable People Meter; and Podbridge, which tracks actual listeners.

Regardless of your business objectives, you can make podcasting work for you. Podcasting is a great, low-cost way to engage customers with very specific interests. Podcasting can give your enterprise a personal voice that can be used for either branding or providing a very personal sell. Though metrics remain limited, this is the perfect place to invest some discretionary marketing dollars to create buzz and raise your profile with well-targeted audiences.

With 15 years of direct and interactive experience, Heidi Cohen is a principal in Riverside Marketing Strategies, a consulting firm that develops innovative marketing programs to increase revenues and solidify customer relationships. She also teaches in New York University's Masters Program in Direct and Interactive Marketing.

World's Most Powerful Brands Ranked

By Dick Stroud

Microsoft is ranked the world's most powerful brand, followed by General Electric and Coca Cola, according to global marketing research firm Millward Brown.

Developed by Millward Brown Optimor, the company's specialist financial and ROI arm, the BRANDZ Top 100 Most Powerful Brands study used BRANDZ data that provides brand equity measures for more than 30,000 brands.

The new brand ranking is unique because it is the first to combine consumer research with public financial data to measure the contributions brands make to the bottom line. Additionally, it is the only ranking to quantify consumer sentiment about a brand's momentum and future prospects, and the first to focus on "market facing" brands as opposed to corporate brands.

BRANDZ? Top 10 (value in \$million):

1. Microsoft - 62,039
2. GE - 55,834
3. Coca-Cola - 41,406
4. China Mobile - 39,168
5. Marlboro - 38,510
6. Wal-Mart - 37,567
7. Google - 37,445
8. IBM - 36,084
9. Citibank - 31,028
10. Toyota - 30,201

(Source: Millward Brown Optimor (including data from BRANDZ, Euromonitor International, and Bloomberg)

The study also found that:

* Europe leads the world in luxury brands: Louis Vuitton ranked (24), Mercedes (28), Porsche (44), Chanel (75) and Cartier (82). The study shows that demand for luxury goods is growing rapidly, fuelled by the rise in global wealth, and the increase of "super-affluent" consumers in developing countries.

* Chinese brands are gaining global power: The rise of Chinese brands such as China Mobile, which was (4) in the ranking - and rapidly emerging brands like Lenovo - reflects both the size and growth of the Chinese market as well as the ability of these companies to run global operations.

* Retail brands are becoming a more important factor in driving consumer shopping behaviour: Many retailers show strong brand contributions, which in some cases are higher than those of the products they sell. This proves that shopping is a "branded" experience e.g., Wal-mart ranked (6), Tesco (30), eBay (38), and Amazon (78), and puts retailers in a position of power to exert pressure on suppliers of branded products.

New economy, new business models and new money: New business models have enabled new brands such as Starbucks, ranked (48), and Zara (87) to establish their positions not only in the market but in consumers' minds - creating a strong foundation to help them earn lead positions among "old" brands. With the increasing acceptance of digital lifestyles, brands that enable customers to lead them such as Google ranked (7) and eBay are growing fast. The challenge here is continual innovation.

"This is the first study that goes beyond financial data and 'expert opinion' to include in-market insights about a brand's strengths and momentum from potential customers," said Andy Farr, executive director at Millward Brown Optimor and lead researcher on the study. "It proves that investing in brands is key to a company's long-term success."

Fed Focus: Government Learns the Hard Way-There is More to Information Security Than Your Network

By Gal S. Borenstein



The U.S. Government has learned this week a valuable “real world” lesson in information security: the fact that your network is secure and that you empowered access to only authorized users does not mean your information is secure. Quite the opposite, as Department of Veterans Affairs discovered last week, when a telecommuting employee had his disk stolen from his residence, containing the names and personal information of 26.5 million veterans, including their Social Security numbers.

Beyond the embarrassment of the moment and the damage control, a strategic question has emerged in an area that seemed to have fallen “between the cracks” as information security becomes a major agenda item for federal and state agencies; what about the Human Factor?

While all eyes in Washington have been focused on developing best-in-class intrusion detection networks, secure identity cards, biometrics and even collaborative inter-agency databases, it’s easy to see how the human factor has been forgotten. The human factor revealed itself in the form of a progressive workforce policy that the government engaged in the past few years with the purpose of recruiting and retaining human capital in a highly competitive marketplace:

Telecommuting, Section 359 of Public Law 106-346 requires each Executive Branch agency to establish a policy under which eligible employees may participate in telework to the maximum extent possible without diminished employee performance.

In turn, a few years ago, Congress and the Executive Branch began promoting telecommuting to help government workers be more productive by allowing them to work from home. Back then, it meant instead of spending 2-3 hours commuting to Washington from just across the Woodrow Wilson bridge (about 10 air miles from DC or 100 miles in stuck in traffic), you could simply drive to a Telecommuting Center from which you can do your job remotely. But alas, fast forward to today’s world of portable instruments such as Wi-Fi laptops, USB Flash drives, CD-ROMs, DVDs and Web-based applications, and the old rules of information security have become more than a minor liability. Could our collective high-tech thinking caused us to ignore the human factor? What can be done about it? How do you predict what will happen to an employee who gets their laptop stolen?

The answer isn’t simple, but it is incumbent upon information security leaders to rethink the paradigm by which public sector and Fortune companies with mission-sensitive data are fortified on the network while totally exposed to the intentional acts or laws of unintended consequences on the individual user level. Failure to address it is not an option.

Gal S. Borenstein is CEO and Chief Strategist of The Borenstein Group, (www.BorensteinGroup.com), a GlobalFluency agency member, that specializes in Business-to-Business and Business-to-Government branding, marketing communications, and public relations support programs in the areas of Defense, Government, Information Technology & Telecommunications and Global Marketing. The Borenstein Group client history includes market leaders such as ADT, IBM, Airbus North America, Northrop Grumman Information Technology, and Booz Allen & Hamilton, as well as major government agencies such as U.S. Department of Defense, U.S. Army, U.S. Navy, U.S. Air Force, U.S. Department of Commerce, and U.S. Department of Labor.

Is Your Agency Producing Sanitary Advertising? (Part Two of a Two-Part Series)

By Mike Carlton

San-i-tar-y

Adj. A clean condition. Hygienic. Elimination of dirt and agents of infection.

Last month Part One covered the growing gulf between the consumer and the marketer. The cause? The lack of empathy and intuitiveness on the part of the marketer in understanding the consumer. The responsibility for closing this gap falls on the marketer and its agency.

The Role of the Advertising Agency

The sole purpose of advertising is to change human behavior so that it benefits both the consumer and the marketer. And in the process serve societal interests. The mission for advertising agencies is not just making ads. That is only the means to the end. Not the end itself.

Any agency person who believes otherwise is just fooling himself. And short-changing the client, too.

Our business is to move people. Period.

Advertising is a Contact Sport

The best way to move people is to understand them on an empathetic level. This means that we all must first understand the consumer. And as the old saying goes, to truly understand someone you must first walk a mile in their shoes. Perhaps this is why so many of the advertising greats are first students of humanity, and then advertising professionals second.

The simple fact is that the best way to learn about people is from people.

The Client's Bias

This empathy, and the emotional insights it brings, can only come from the customer. Not from the client. No matter how knowledgeable, or caring, or compassionate, the marketer can only see the world through his eyes.

Often this is a bias for the making of the product and the financial implications for his company. His point of view is that of the maker, not the user.

Only the consumer can truly see the marketer's product from the point of view of the user. And while the agency can never know as much about the product as the marketer, it should certainly know a lot more about the consumer's interests, and effectively interpret those interests to the client.

A Case for Dirty Hands

If creating great advertising is difficult in a sterile, sanitary environment, what can an agency do? Here are several of questions you might ask yourself:

1. Is Everyone Involved?

Having empathy for the consumer is not just the responsibility of the planners and creatives. It is something that should be shared by all. Everyone. The receptionist. The media planner. The CFO. The junior AE. The production artist. Everyone.

Great ideas come easiest in an environment and culture that relentlessly focuses on the interests, the emotions, the trials and the passions of the consumer.

No one should be excused from being an ardent student of humanity.

2. Are You Out in the Streets?

Consumers of client products are all around us. We only need to get out there rubbing shoulders with them. They are in the stores. They are in the factories. They are at the gas stations. They are on the buses and trains. They are at parties. They are in our homes. They are everywhere. Finding them is not difficult. Getting to know them is.

Agency leadership needs to not only allow time for everyone in the agency to become more consumer empathetic, but in fact, demand that they do so. If this requires some normal working time, so be it.

3. Do You Use the Products?

Does everyone in the agency have first hand experience using products in the client's category? This includes all the major competitors. It also includes the shopping experience. What are the stores like? What are the web sites like? How easy to use? How relevant? How user sensitive?

Seeing, touching, feeling embeds knowledge much better than a page full of numbers. And while individual experience may be anecdotal, it can be like frosting on the cake of reams of data.

4. Do You Engage Consumers?

Do your people consciously reach out to consumers and observe their behaviors? Engage them in conversations about their perceptions of products in the client's category? What they think of them? How they use them?

This isn't like taking a scientific survey. This is a much more personal and humanistic exploration. Seek feelings, not facts. This is personal, not clinical. Learn as a friend learns. Not as a research technician does.

5. Do You Hire 'gists?

Is your staff peppered with people with educations and backgrounds in the humanities? Psychologists, sociologists, cultural anthropologists are trained to see people differently than statisticians. So are history, arts, language and literature majors.

They can add the important dimension of "feel" to the abundance of facts available to us. Humanists can also help by continually reaffirming that people are, at their core, emotionally driven. They are a lot more than economic animals.

6. Do You Celebrate Messiness?

Many of us are raised with the notion that tidiness is inherently good. And that messiness is inherently bad. Not so.

While it is important that offices look professional and inviting to guests and clients. It is just as important that they celebrate the spirit of individuality of each of us. That they reflect the uniqueness that makes us worthy contributors to the creation of great ideas.

And while process is important in avoiding chaos, a certain amount of messiness in how work is done is also called for.

Great ideas do not come on orderly preplanned timetables. Or from orderly preplanned contributors. They come when they want to come. In the way they want to come. And from whom they want to come from.

A Big Enough Tent

Make no mistake. We are not arguing for abandonment of statistical scientific methods of measuring consumers and their behaviors. These tools are vital. And necessary. They are the currency of today's business world. And the foundation for most measurement systems.

What we are advocating is making the agency's tent big enough so that hard information can coexist with soft feelings. Facts that are focused and amplified by emotions that originate in the spirit and soul of consumers.

Only with a careful and delicate mixture of both can an agency move beyond sanitary advertising to successful advertising.

Mike Carlton is founder of Carlton Associates, a consulting firm that focuses on agency business issues and other management challenges. His client roster numbers more than 100, including mid-size independent agencies, offices of global agency organizations, as well as successful smaller shops. He currently serves on the advisory or corporate boards of a number of agencies and related firms. Mike can be reached via www.carltonassociatesinc.com.

The Download

The Asian-American Market: Heading Towards Census 2010

By Saul Gitlin

One year past the midway point between Census 2000 and Census 2010, we can certainly say that multicultural consumers have “come of age.” The release of Census 2000 statistics on the nation’s largest multicultural populations has caused a significant perceptual shift in corporate America concerning the need for multicultural marketing. Whereas in the last 10 to 15 years, multicultural programs have been considered as good *options*, they are now increasingly being viewed by top corporate executives as business *imperatives*.

This transition has occurred for good reason. Census 2000 documents that the nation’s three largest multicultural groups - the Hispanic, African-American, and Asian-American populations – in aggregate now constitute almost one-third of the total U.S. population. Together they command a total annual purchasing power just under \$2 trillion , a figure that equals the current GDP of Mainland China, and exceeds the individual GDP of such countries as France, the United Kingdom, South Korea, Canada, Australia, and Belgium. These three multicultural groups are also the fastest growing populations in the country. Combined, they form the population majority in each of the nation’s top-10 urban areas, and they are the fastest growing populations in 50 of the top-100 urban areas. For the first time in history, Hispanics, Asians, and African-Americans account for just over 50 percent of the population in California, the single largest state market. Totalling more than 80 million people across the country, these multicultural consumers also exceed the size of the oft-touted ‘Baby Boomer Generation,’ the intensely analyzed and aggressively courted ‘holy grail’ of many marketers in this new century. By 2050, these three multicultural groups *alone* are projected to account for roughly half of all consumers in the U.S.

Within this multicultural spectrum, the Asian-American market is uniquely attractive as a market of “superlatives.” With 49 percent population growth between 1990 and 2000, Asians experienced the *fastest population growth rate* of all racial groups in the country. Asians also enjoy the *highest median household income* of all groups, more than \$9,000 ahead of non-Hispanic White (Caucasian) households, and far in excess of Hispanic and African-American median income. One reason that Asian income is so strong is that Asians also have the *highest level of educational attainment* of all groups in the country, with 44 percent of Asians holding a B.A. degree or higher. Asian income is also influenced by the disproportionately high rates of business ownership found in this population.

Since the mid 1980s when Asian American consumers first garnered the attention of the major telecommunications companies due to their high value as consumers of international calling services, Asian-American marketing has been growing steadily. In the early 1990s, the financial services category began its first serious steps to recognize the untapped potential of Asian-Americans in critical regions of the country. The current financial competitive landscape in the Asian-American market includes most national and regional retail banks, virtually every major insurance company, and most full-service and discount brokerage firms.

But Asians don’t just call on the phone, open bank or brokerage accounts, and buy insurance policies. They also are the most likely to buy new (versus used) cars, the most likely to spend more on a car, and the most likely to buy luxury makes. These facts propelled the automotive category into the Asian market during the mid to late 1990s with Toyota, Honda, Ford, General Motors, and DaimlerChrysler now all competing for Asian American *share of garage*. Over the years, several other categories have also shown unusual commitment to Asian-American consumers based on the unique consumption patterns for their products and brands. Such categories include fine spirits, cosmetics, and department stores, to mention a few.

Yet, for marketers in a host of other categories – including consumer packaged goods, pharmaceutical, computer hardware/software, and travel and leisure – the Asian-American

market still remains largely uncharted territory. Brands in these categories which have the vision to take action soon can still enjoy what may be the last frontier of first-mover advantage, thereby establishing a solid position in a market which will inevitably be addressed by all competitors.

To download the most comprehensive Asian-American market demographic and media profiles, please visit www.kanglee.com and click on the "Asian-American Market" page.

Saul Gitlin is executive vice-president with Kang & Lee Advertising, a Young & Rubicam Brands/WPP Group Company specializing in Asian multicultural marketing and communications. In May 2005, Kang & Lee was ranked as the #1 Asian multicultural communications agency in the United States by Advertising Age. He can be reached at (212) 375-8130.

New CMO Council Partner U.S. Exhibits Offers Special Discount

US Exhibits, a leader in trade show exhibits, events, retail environments and permanent installations, such as lobby displays and product demo rooms, is now a partner with the CMO Council.

CMO Council members are eligible to receive a discount off any new tradeshow, event or retail projects. For more information on US Exhibits, visit www.usexhibits.com for industry articles, resources, and company updates, or contact Jim Berkman at 800-US-Exhibits (x6676).