MARKETING TO THE
CAMPUS CROWD
by David A. Morrison

Capturing the $200 Billion College Market

The “college crowd” is made up of more than the swarms of eager students who are buzzing around the student centers of their college campuses. In addition to current college students — who spend almost $200 billion annually — the college market contains college-bound high school graduates, recent college graduates, the parents of college students, alumni, college faculty, administrators, and even those who buy products and services for colleges and universities.

Marketing strategist David A. Morrison has written Marketing to the Campus Crowd to provide companies looking to sell their offerings to this lucrative group a better perspective on the current state of college marketing. With numerous statistics and examples, Morrison describes the trends, styles and language that can help marketers avoid fatal mistakes and put them on the path to success.

Desensitized to Marketing

So much focus has been placed on marketing to college students in the past that most are desensitized to marketing and the clutter of competing companies looking to bring them into the fold. Morrison explains that marketers need to successfully leverage college students’ interest in giveaways and entertainment to their advantage: Beyond giving away free T-shirts, marketers must also transform market behavior in their favor, generate brand awareness, and drive sales.

Noteworthy characteristics that make the college crowd so attractive to marketers include: its sheer volume of discretionary spending, rapid turnover, propensity toward early adoption and innovation, strong influence on other consumer segments, high concentration, high receptivity to the right promotions, and avid experimentation. Not only can an organization generate short-term financial gains to the bottom line, but Morrison writes that marketing to college students also establishes long-term brand loyalties and, as a result, long-term competitive advantage.

One of the main lessons that Morrison imparts to companies is that the college landscape is dramatically different now compared to how it was 10 years ago. Not only has the music on campus changed (Did Latin hip-hop, dancehall reggae, techno, electronica, and speed garage even exist when you were in college?), but fashion, language, consumer electronics, and wireless Internet have come a long way from where they were just a few years ago.

Execution and Implementation

Morrison explains that capturing a student’s attention is still relatively easy if the execution and implementation are well designed. But, he points out, a great response to a promotion or giveaway is not a reliable indicator of whether the bottom line will realize a profit for services rendered.

To demonstrate how lucrative capturing the campus crowd’s attention can be, Morrison cites dozens of statistics which paint it as a veritable treasure trove of riches to reap. He writes that 92 percent of college students own a personal computer, 80 percent have a vehicle for personal use, and 69 percent own a cellular phone. Also, he explains, the majority of student purchases are discretionary, and somewhere between 64 percent and 85 percent of student funds are allocated to nonessentials. In addition, he estimates that the college market influences an additional $300 billion to $500 billion each year due to its impact on older as well as younger consumer populations. Not only do younger teens mimic college students to feel more mature, but older consumers often emulate them as well.

Why We Like This Book

Filled with useful statistics and case studies that describe products and services whose marketing efforts on campus succeeded, Marketing to the Campus Crowd offers an abundance of tips and tactics that can get a company’s foot in the campus door. Helpful photos and charts illustrate Morrison’s relevant messages about today’s students, and the conversational tone of his book makes it a fun and informative read.

Reviews by Chris Lauer
How to Turn the Ordinary Into the Extraordinary

Fred is the ordinary-looking postal carrier with a small moustache who delivers mail to motivational speaker Mark Sanborn’s house in the Washington Park area of Denver. But he is no ordinary U.S. Postal Service worker. According to Sanborn, he is the kind of worker who exemplifies everything that is “right” with customer service and business in general, and is “a gold-plated example of what personalized service looks like and a role model for anyone who wants to make a difference in his or her work.”

Not only did Sanborn get the best postal service he had ever experienced when he moved to Fred’s route, but he also got a perfect example of superior service to illustrate his presentations to business leaders throughout the United States. According to Sanborn, anyone can be a Fred and live an extraordinary life as well.

Four Fred Principles

After examining the factors that make Fred the Postman such an extraordinarily committed service person, Sanborn honed them down to four principles that can be applied to improve anyone’s life and work. These principles are:

1. **Everyone makes a difference.** Some might see delivering mail as monotonous drudgery, but Fred sees the task as an opportunity to make the lives of his customers more enjoyable. Regardless of whether an employer hinders exceptional performance, ignores it, or does not adequately recognize it, only the employee can choose to do his or her job in an extraordinary way. Sanborn writes, “Nobody can prevent you from choosing to be exceptional.”

2. **Success is built on relationships.** Indifferent people deliver impersonal service. Sanborn writes that service becomes personalized when a relationship exists between the provider of the service and the customer. The quality of the relationship determines the quality of the product or service. Leaders succeed when they recognize that their employees are human, and employees like Fred the Postman succeed when they recognize their work involves interacting with other human beings.

3. **You must continually create value for others, and it doesn’t have to cost a penny.** Replace money with imagination. Sanborn explains that the object is to outthink your competition rather than outspend them. The most critical skill that contributes to employability is the ability to create value for customers and colleagues without spending money to do it. Substitute creativity for capital. Mediocrity is your silent opponent and can diminish the quality of your performance as well as the meaning you derive from it.

4. **You can reinvent yourself regularly.** If Fred the Postman can excel at bringing creativity and commitment to putting mail in a box, you are probably capable of doing as much or more to reinvent your work and rejuvenate your efforts. Sanborn believes that “no matter what job you hold, what industry you work in, or where you live, every morning you wake up with a clean slate. You can make your business, as well as your life, anything you choose it to be.”

Fred Sightings

Sanborn points out that Freds can be found everywhere, and there are more Freds out there than he once thought. One Fred is a woman at a hotel who helped Sanborn out in a pinch by taking his coffee-stained pants home with her overnight to personally wash and press for his departure the next day.

Another Fred he describes is a flight attendant who made a 6:15 a.m. flight from Denver to San Francisco more enjoyable for passengers by lightening the usual announcements with her unique sense of humor: “If you are having a hard time getting your ears to pop, I suggest you yawn widely. And if you are having a hard time yawning, ask me to tell you about my love life.” Sanborn explains that she took some risks and had some fun, and as a result, her “customers” the passengers had fun, too.

Another Fred who Sanborn describes is a hotel worker who lent him $30 when he had no cab fare for his ride home. Sanborn explains that this Fred knows that the way to move through life joyfully and successfully is by focusing on what you give rather than what you get. Freds do the right thing because it is the right thing to do.

Sanborn explains that if you want more Freds in the world, be a Fred. Throughout the rest of The Fred Factor, he describes how every individual can make a difference, and offers numerous difference-making strategies to help readers influence the world in a positive way.
How Great Media Brands Thrive and Survive

Not every media outlet survives the changing rigors of the marketplace to build an enduring brand that creates instant recognition and continues to grow and prosper. Very few, in fact, have been able to endure like the 20 newspapers, magazines and broadcasters on which journalist and media specialist Mark Tungate focuses throughout Media Monoliths. To provide readers with the secrets of their success and offer rare insight into the evolving world of media powerhouses, Tungate takes a detailed look behind the scenes of the elite group of brands that have thrived for decades, and sometimes centuries, as media giants.

Tungate explains that he wrote Media Monoliths to find out why we remain loyal to certain newspapers and magazines, why we turn to only a few television stations when we have a choice of hundreds, and how this elite group of media brands survived when so many others have expired. Through extensive research, he has discovered that CNN, for example, survives because it chose the right vehicles to reach its target audience of affluent professionals, and Time’s highly educated staff creates a leadership brand by making preserving and extending the brand their job.

Longevity and Power

Having conducted numerous interviews with the executives and editors who have brought success to such household names as MTV, CNN, The Wall Street Journal, and Playboy, Tungate probes the longevity, power and brand recognition that have allowed these brands to dominate the global media landscape. By describing how they began and what they have done over the years to bolster their grasp of their audience’s attention, he provides readers with histories, anecdotes and interviews that reveal the formulas of how they sell their products as well as stand out amid the cacophonous bazaar of thousands of media outlets.

Media Monoliths begins with a section that highlights three of the most enduring broadcasters to ever become cultural phenomena: CNN International, BBC World, and MTV. A second section highlights nine influential newspapers from around the world, including The Times, Financial Times, El Pais, and Liberation. The third section looks at the people and personalities that made six magazines, such as Vogue, Paris Match, National Geographic and Time, stalwart dominators in their fields. A final section points to Reuters and Bloomberg as two information providers that have also become media monoliths over the years.

Tungate concludes Media Monoliths with a few keys to creating one, including:

- **Have a vision.** Teamwork had nothing to do with the creation of most media monoliths. More often than not, a single individual created them, as well as put in place the values that still drive them today. These personalities had the spark of an idea and took it through to its logical conclusion.
- **Pick a target.** Few media monoliths are aimed at everyone. The creators of great media brands had very specific targets in mind.
- **Create a club.** Once you know who is in your audience, make them feel part of your project. Almost every editor Tungate interviewed felt that readers did not purchase their products as mere sources of information, but as lifestyle statements.
- **Go wide — yet narrow.** International status helps to create media monoliths, which means at least getting your newspaper or magazine on selected newsstands around the globe. It is more beneficial to have print sites in every corner of the world. Having foreign-language editions is even better.

Be Flexible

- **Be flexible — and be quick about it.** Mike Bloomberg realized quicker than others that a brand limited to a single medium was at a disadvantage in a world where audiences synthesized information from a rapidly widening pool of sources. The Wall Street Journal was one of the quickest to embrace the Internet, charging a subscription fee for WSJ.com almost as soon as it had the site up on the Web. Others, who were slower to catch on, are now desperate to become cross-media brands.
- **Maintain quality.** Customers feel comfortable accessing their preferred brands through a variety of media, as long as the quality is consistent. Don’t cut corners and undermine your reputation and your audience’s trust. Consistently delivering high quality protects your brand.
- **Stay relevant.** There is danger in complacency. If you revamp yourself to pull in young readers, make sure you deliver what returning audiences expect, but in a way that is fresh and surprising.

**Why We Like This Book**

Media Monoliths provides a comprehensive array of interesting insights about the media giants that dominate the media landscape, presenting the missions, people and goals of businesses that wield great influence around the world. By focusing on their common factors as well as their unique spins on branding philosophy, Tungate offers a generous helping of food for thought about the value of openness and trust in the marketplace.
CREATIVE MEMORIES
by Cheryl Lightle with Heidi L. Everett

Ten Timeless Principles
Behind a Pioneer in the Scrapbooking Industry

Making scrapbooks might seem like an innocuous hobby to many, but struggling single mom Cheryl Lightle and her partner Rhonda Anderson turned Anderson’s passion for scrapbooks and Lightle’s leadership and guidance into a $500 million direct-selling business. In Creative Memories, Lightle recounts the history of their company, Creative Memories, while highlighting the principles that helped it become a direct-sales empire.

One day in early 1987, while Lightle was finishing her first year of transitioning an acquired printing company, Holes-Webway, out of bankruptcy and into her employer’s company, The Antioch Co., she received an after-hours call. It was Anderson, a Montana homemaker and mother of four, and she was looking for 40 copies of a photo album Holes-Webway manufactured. Intrigued by Anderson’s ideas and enthusiasm for her craft, Lightle invited her to the home office to give a scrapbook presentation.

Meaningful Keepsakes

The response from employees of Holes-Webway was positive, as was the response from employees of The Antioch Co. Many presentations later, Lightle asked Antioch’s CEO Lee Morgan if Antioch could pursue the idea of scrapbooking. With the goal “that someday every household would have safe, meaningful keepsake scrapbook albums,” Morgan agreed.

Five months later, after Anderson had conducted numerous classes on scrapbooking and Lightle had researched the concept of direct selling, the two created a direct-selling business model. Next, they built their independent sales force of consultants, starting with another longtime fan of the Holes-Webway photo albums who jumped at the chance to start a new business. When Carol Ramke signed her consultant agreement in July 1987, Creative Memories was born.

By 1988, the company had nearly 100 consultants and was beginning to receive some national media attention, which helped it bring in an additional 500 consultants. By the end of 1990, sales were over $1 million wholesale. Its first million-dollar month came in 1993, and in March 1997, Creative Memories had its first million-dollar day.

Currently, the company has more than 90,000 consultants in nine countries, as well as more than 1,200 employee-owners who fulfill its printing, packaging, manufacturing and distribution needs in four facilities. In 2003, sales were approximately $400 million.

Ten Guiding Principles

Lightle explains that the three key components of Creative Memories’ corporate culture are its mission statement, its values, and its guiding principles. Although she writes that those guiding principles continue to evolve out of necessity, here is how they stand today:

1. Operate from least to most. Implement change in steps, measure results, adjust accordingly, and act again. Do not implement too many changes at any one given time so you don’t overwhelm customers and yourself.

2. Embrace the abundance mentality. Know your competition, but don’t compete. Sell to your strengths and believe in who you are.

3. Keep the promise. Holding true to your word preserves and strengthens relationships and preserves business credibility.

4. Make it easy. Placing orders, obtaining materials, and learning about new products should be as simple as possible.

5. Communicate clearly and concisely. Provide timely, accurate and appropriate communication to stakeholders. Set clear expectations.

6. Protect the relationship. We need each other.

7. Respect personal choices. With the changing faces, hearts and minds of our society, we cannot afford to be exclusive within markets we want to reach.

8. Go for the good of the whole. You can’t please everyone, even in a small group, so do the best you can to support the greatest number of people.

9. Don’t knee jerk. However things turn out, don’t be paralyzed by the fear of negative opinion. Let change run its course to see if it is effective.

10. Ensure sustainability. Be true to your mission, vision, and guiding principles. Be true to your brand. Commit to having the right processes and people in place to carry you forward.

Creative Memories presents an inspirational memoir about a company that rose from the passion, enthusiasm and vision of people who saw an opportunity and went for it. The lessons they have learned along the way provide valuable strategies and inspiration for any businessperson who wants to turn a great idea into a successful venture.
A Unique Process for Navigating Your Career

People make promises to themselves all the time, from New Year’s resolutions to implementing new ideas read in books or heard in seminars. Then they drop the ball and never do what they promised themselves, either because they don’t remember, it takes too much time, it’s no fun, or they don’t practice the new behavior long enough for it to become a habit. To help people break this cycle, professional business coach Sydney Rice offers readers tools that can help them understand the patterns in their behaviors of which they are unaware, and create a career “that is truly worth getting up for each morning.”

Automatic Thinking

According to Rice, people are bound by their own “Results System,” which is the automatic thinking that helps them remember how they have done things in the past. Every time someone succeeds at a task, he or she files away information about how that success was achieved, and uses that same information the next time that task needs to be done. This works great until a change is required, Rice points out, and the person needs to do something differently. “In times requiring change, the automatic nature of your Results System stops you cold,” she writes. The same system that makes someone successful keeps them stuck.

Rice explains that our Results System fails us when we can’t clearly choose options and goals that would allow us to take appropriate action; regardless of the changes we try to make, the result still looks the same. We find a great new job, but it eventually starts to look like the old one. Rice writes that this is because we have not looked deeply at the hidden aspects of our lives, including our perceptions, beliefs, habits, expectations and assumptions. “We are often oblivious to the possibility that we might have choices in what we think, how we see and hear, and how we act or react,” she writes.

Although the invisible part of this Results System helps us get certain things done with little effort, it is not rational. The problem today, Rice explains, is that we need to be more in charge of our own life, rather than always be at the mercy of a system rooted in the past. The exercises she offers throughout Choice Points provide the tools to navigate more smoothly through life, helping readers forgo emotional reactions and embrace logic more consistently when faced with change or troublesome situations.

Rice writes that in a conference with earth science expert Gregg Braden, she learned about a paper that was written by a pioneering physicist from Princeton University, Hugh Everett III. In the paper, Everett gave the name “choice points” to the moments in time when the course of an event may be changed. Rice writes that there are points in our careers and lives when we know that if we are going to change, the time is now. Our choice points, she writes, “announce each emerging shift of focus and the opportunity to choose to step onto a new path — or not.”

Attitudes and Assumptions

Choice Points offers numerous exercises and processes that help readers take a concentrated look at the attitudes and assumptions that guide their decisions and influence their actions at choice points in their lives. Rice presents easy ways we can explore the origins of our hidden beliefs and examine the “legacy of identity” that we’ve inherited, by performing a personal inquiry into the origins of our thought processes. By pointing out the influences of family members and role models, Rice dissects the patterns we have that our “silent partners” have created throughout our lives. This process of unearthing the hidden influences in our lives works to reveal the habits, expectations and assumptions that subliminally guide the choices we make.

Changing the ways we are used to doing things is hard work. By providing ways to make readers conscious of unconscious acts and helping them create new ways to progress past stifling habits that keep them from taking risks and embracing change, Rice captures a valuable system of personal discovery that can improve careers and lives. Full of detailed examples and quotes that illustrate her insightful lessons, Choice Points provides a clear method for working through self-defeating beliefs and developing new skills that can be applied to any decision.
SHORT TAKES

Who Are “They” Anyway?
by BJ Gallagher and Steve Ventura

When a company gets stymied by incessant blaming that passes the buck from person to person, team to team, and department to department, and it is always “them” who are responsible for inaction, then the parable, exercises and resources in Who Are “They” Anyway? can help it break the gridlock. Consultant BJ Gallagher and HR expert Steve Ventura offer individuals the inspiration and ideas to find greater job satisfaction, and provide organizations with the concepts that can help them improve their problem-solving capabilities. Dearborn Trade, 116 pages, $14.95 (ISBN 0-7931-8829-6).

The 100 Best Businesses to Start When You Don’t Want To Work Hard Anymore
by Lisa Rogak

To help burned-out workers envision a future where they call the shots in a job that is fun and fascinating, prolific writer Lisa Rogak outlines the benefits and requirements of 100 businesses that are less trouble than most. While examining startups in systems analysis, adventure travel outfitting, bookkeeping, food delivery, furniture making, software development, and many others, Rogak explains what exactly these people do and why their jobs are great for those who don’t want to work too hard. Career Press, 223 pages, $14.99 (ISBN 1-56414-736-3).

Success Is Not a Spectator Sport
by Charles M. Marcus

Motivational speaker Charles M. Marcus divulges his secrets of personal success in Success Is Not a Spectator Sport by describing his own journey through challenges, including a severe stutter, and defeats. By combining his experiences with those of others and the lessons he learned along the way, Marcus describes the importance of getting in the game, finding balance, setting goals, striving for excellence, building lasting relationships, taking responsibility, and seeking to be a great leader. Creative Bound, 168 pages, $17.95 (ISBN 1-894439-14-7).

Conquering Complexity in Your Business
by Michael L. George and Stephen A. Wilson

Almost every business is burdened with too much complexity that makes it less profitable and less productive than it can be. To help organizations quantify the cost of complexity and find strategies for eliminating it where it is unnecessary, business leaders from George Group, SAS Institute, financial services firm USAA, and GSDM Advertising, Guts! shows readers how great leadership is more about influence than position. Currency/Doubleday, 278 pages, $26.00 (ISBN 0-385-30961-8).

What Is Sarbanes-Oxley?
by Guy P. Lander

According to management and strategy guru Henry Mintzberg, both management and management schools are in deep trouble, but neither can be changed without changing the other. He asserts that conventional MBA classrooms overemphasize the science of management while ignoring its art and denigrating its craft. In *Managers Not MBAs*, Mintzberg describes what is wrong with the system and offers a different approach to management education.

**The Toyota Way** by Jeffrey K. Liker, Ph.D.
In *The Toyota Way*, engineering professor Jeffrey K. Liker explains how organizations can get beyond a focus on the surface tools and techniques of Lean by creating a Toyota-style culture of quality. Throughout, he demonstrates how businesses in any industry can improve the speed of business processes and improve product and service quality while cutting costs.
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This Month’s Summarized and Reviewed Books

* **Choice Points** by Sydney Rice
* **Creative Memories** by Cheryl Lightle with Heidi L. Everett
* **Crucial Confrontations** by Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler
* **The Fred Factor** by Mark Sanborn
* **Ideas Are Free** by Alan G. Robinson and Dean M. Schroeder
* **Marketing to the Campus Crowd** by David A. Morrison
* **Media Monoliths** by Mark Tungate
* **Strategic Partnerships** by Robert L. Wallace

* These titles available at an additional 10% off through Nov. 10, 2004

This Month’s Short Takes

**Conquering Complexity in Your Business**
by Michael L. George and Stephen A. Wilson

**Guts!**
by Kevin Freiberg and Jackie Freiberg

**The 100 Best Businesses to Start When You Don’t Want to Work Hard Anymore**
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**Success is Not a Spectator Sport**
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