



SILICON VALLEY AMERICAN MARKETING ASSOCIATION

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WWW.SVAMA.ORG

The Challenge of Defining Marketing

By Michael Becker

Thomas Edison once said, “Opportunity is missed by most people because it is dressed in overalls and looks like work.” As marketers, there is one piece of work that we often neglect, namely helping those around us understand exactly what it is we do.

It is generally understood what most groups in a company do. The sales department sells the product or service that the company manufactures. Manufacturing (or engineering in a software company), produces the product for the sales people to sell. Management guides the company, HR takes care of the people, finance watches the money, and legal makes sure no one gets the company in too much trouble. However, it is often unclear what marketing does.

If you ask 10 people within a company “How do you define the role of Marketing?” you will get 10 widely different answers, with each respondent putting forth

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How Does Design Fit Into Your Marketing Plan?

by Erin Sarpa

As a marketing professional, you have a responsibility to increase market share, promote products and events and create brand awareness within specific time and budget limitations, all while nurturing your group’s relationship with the sales team. In short, you have your hands full. How can a good design firm assist your efforts?

Design studios vary in capabilities, but in general, most have the capacity to see your marketing challenges through a trained perspective that promotes asking a lot of questions and offering unique solutions. A good firm can relieve some of your other responsibilities, such as working with a copywriter or managing print or Web production. They can even save you money by offering alternative processes with which you may not be familiar. Following is a guide to hiring the right firm, using a defined process to reach objectives and allowing creative magic to happen.

Finding a Design Firm

There are three basic types of design providers. The first is a freelance designer. This is a one-person shop, which offers you direct communication with the designer at a fair price. A freelancer should have a degree in design and a process that works for you. The second option is a typical design firm. This is a small group, usually four to ten employees. They will have multiple designers on staff with varying specialties, all educated. You will most likely communicate directly with your designer and/or a principal. The small design firm will have a detailed process, a Rolodex full of

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President's Corner:

SVAMA's Award-Winning Members

By Sarah Autrand

Over the past few weeks, it seems I've had the same conversation with different members—about how fortunate we are to be members of such a great marketing organization. While these discussions follow a similar theme, each point to different reasons for SVAMA's success. So I began to look for the reasons for our good fortune. Why do chapters from all over the country look to us for leadership? Why do we consistently win awards year-after-year? Who is responsible for the long-term success of our award-winning chapter? What is it that makes SVAMA members so unique?

Membership

One of my friends talked about SVAMA's diversity, "Our membership includes people from virtually every marketing specialty. There are people at the VP level in some of the most prestigious companies in the world and self-employed consultants; marketers with decades of experience and students just beginning their careers; employers looking for qualified marketing employees and marketers looking for their next gig. When you consider the incredible mix of talents and experiences that we have in SVAMA, good things just have to emerge from that."

She is right. Each time I attend an SVAMA event I am amazed at the differences of opinion, the willingness to share ideas, and the passion that each person brings to our group. It is particularly exciting to participate in new-member orientations where we get to meet the people who will soon add to our mix and wonder what new talents, skills and passions they will bring.

Volunteers

In December SVAMA recognized our volunteers with an evening of wine tasting and networking. It was a relaxing, fun event and conversations invariably led to the impact of volunteers on our organization. "Without these people here tonight and all the others who give their time and talents to SVAMA, there wouldn't even be an SVAMA," said a board member.

I couldn't agree more. Despite the demands of work, family and commuting times, our volunteers achieve impressive results. For example, our CRM and Web teams have completely restructured the Web site and online communities using new technologies that allow SVAMA to manage content efficiently and to offer members an increasing array of member-only services that enhance the value of SVAMA membership. Our sponsorship team accomplished over 90% of their goals in the first half of this year. Our programming teams have ratcheted up the quality of our programs and workshops to a new level. All of the other SVAMA committees have equally impressive success stories and all this work is accomplished through volunteers!

Leadership

Michelle Graham and I meet with the executive committee of SVAMA weekly to update each other on accomplishments, further understand membership needs and discuss areas of concern. A recent discussion focused on leadership. How do we attract, retain and motivate volunteers? "It really feels different to manage in SVAMA versus a for-profit company," said one executive board member, "because we use money to attract employees at work while that doesn't apply to our situation at SVAMA." "Yes!" said another. "But, in research on organizational behavior, employees consistently state that they want to make a positive contribution at work and be recognized for it." As leaders in SVAMA, we believe it's important to recognize accomplishments and efforts, develop our own leadership skills, challenging ourselves to be better and help build leadership skills in others. In addition, we have leaders like past-presidents Lynn Hunsaker and Cynthia Holladay who continue to advise the SVAMA board long after their presidential terms have come to a close. No question: Leadership is an important key to the SVAMA's success.

Membership, Volunteers and Leadership. All three lead to the same conclusion: It's members that drive SVAMA's success. Regardless of your level, skills, or specialty, each of you makes a difference in our organization. Thank you for the diversity of talents that you bring to SVAMA; thank you for sharing those talents through your participation and volunteer activities; and thank you for being leaders.



Sarah Autrand

President of SVAMA 2003-2004, Silicon Valley Marketing Association

President@svama.org

Welcome to the Winter Edition of the SVAMA print newsletter and the first for 2004. As with the change of the New Year comes opportunity and hopefully good fortunes for everyone in the SVAMA.

There are also changes in process for the SVAMA print newsletter and e-newsletter that will be recognized in the Spring Edition. The core newsletter team and talent are being expanded in order to deliver a larger variety of key topics of interest for the SVAMA readership.

Future editions will include a broader range of industries and topics in order to better address the overall diversity of the SVAMA membership. In the early planning stages, areas of interest being considered could include reviews, articles and updates in Biotech, Wireless / Telecommunications, Financial, High-Tech, Healthcare, Startups, Career Corner and Food / Wine among others. Membership contributions, recognition, event news and previews will continue to be an important part of the newsletter reviews and announcements.

Key components of the success of the newsletter and e-newsletter will come from additional volunteers that have a passion for communication and interaction with people and organizations. I would like personally invite you to contact me if you have an interest in participation as a core team member. Additional writers, researchers, production assistants, photographers and reporters are all key areas that need to be filled.

On a broader scale, the SVAMA continues to welcome the membership to participate in the SVAMA by volunteering for one of the SVAMA's committees. Fresh ideas and shared marketing talent is important for the continued success and recognized achievements locally and nationally.

For more information, please contact one of the committee Vice Presidents and visit:
<http://www.svama.org/membership/volunteer.asp>.

I would like to thank all of the contributors that submitted articles, information and input for this particular issue. I would especially like to thank Barbara Dahl, Gene Hall and Rachel Oppedahl for their significant amount of time and effort to produce this Winter Edition.

Your overall support, interest and feedback are greatly appreciated.

Best Regards,

Ben K. Barnes
Vice President, Newsletters
Editor in Chief
SVAMA Print Newsletter



Announcements

Lights, Camera... Action

Participation and contribution to the SVAMA is critical to its overall success. During the Holiday Season, the SVAMA was pleased to announce during its "volunteer recognition event" awards for key volunteers. The awards were presented in recognition for their "Sustained Valuable Contribution to their Committee."

Thank you for your outstanding support and overall participation!
Volunteer award winners include:

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| Sarah Gaffney | Newsletter and Editorial Committee |
| Helene Eichler | Sponsorship Committee |
| Kelly St. Denis | Promotions Committee |
| Nick MacIveen | Executive Events Committee |
| Emily Naranjo | Collegiate Relations Committee |
| Sharon Stranahan | Monthly Programs Committee |
| Amanda Yager | Membership Committee |
| Brian Bartel | Career Services Committee |

The Challenge of Defining Marketing

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his or her view of marketing through a departmental filter. Even industry associations and marketing experts disagree on a universal definition of the role of marketing:

- “Marketing is the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational objectives.” (American Marketing Association, 1995)
- “Marketing is the management process for identifying, anticipating and satisfying customer requirements profitably.” (“The Chartered Institute of Marketing,” 2003)
- “Marketing is the group responsible for identifying unmet needs; producing products and services to meet those needs, pricing, distributing, and promoting those products and services to produce a profit.” (“DefineThat,” 2003)
- “Marketing is the whole commercial process leading to economic exchange. In terms of the new marketing era, marketing can be understood as the transmission and reception of communication impulses with the ultimate aim of receiving sales impulses. It is within this framework that everything to do with marketing takes place; product, price setting, promotion, contacts, branding, service, and distribution. And this whole commercial process depends on the communication of information.” (Postma, 1999)
- “Marketing is the means for solving customers’ problems profitably.” (Chapman, 2003)

The last definition is the clearest of them all; however, even it leaves much to be desired. All the definitions are ambiguous as to how marketing is going to achieve the lofty goals outlined by the processes. It is at the point of tactics that the definition of marketing breaks down, since there are so many different ways to achieve a single objective. In addition to a strategic definition, it is important to develop a tactical definition of marketing, at the company level, to explain the roadmap that will be taken to execute the goals defined in the company’s strategic marketing plan.

For a company to run smoothly and to achieve its vision, each department within the organization must intimately understand the capabilities and responsibilities of the other, and they all must understand how each group contributes to the achievement of the organization’s objectives. In a perfect world, every employee would understand their own capabilities and responsibilities in relation to that of others within the organization. However, we do not live in a perfect world, and it takes work to develop this clarity.

As marketers, we should all recognize this general lack of understanding as to what we do, and in addition to performing our daily functions, we should talk with those in and out of our organization about our role. Through this discussion, we can clarify the value we offer and how we go about offering it. This is an important challenge all marketers at every level should undertake for the success of their companies. We should not shy away from this work; rather, we should face any confusion or animosity about our role and embrace a dialog as an opportunity to help our organizations succeed.

Marketing Abroad

Going International

By Beth Epstein

“Ever since I can remember, I have wanted to live and work internationally,” says SVAMA member Beth Epstein. “It’s something in the blood, I guess, and I haven’t gotten over it yet.” With a graduate degree in international business and five years in high-tech, Epstein recently landed a dream marketing position in China. She sent the following missive from Shanghai, which we thought the membership would enjoy. Her story is great example of how dogged persistence pays off—especially in tough economic times. Look for more ‘field reports’ from Epstein in future editions, as she lives her China adventure.

Greetings from China

“So whatever happened to that crazy woman who wanted to go overseas?” I’ll tell you what happened: she dug her way to China.

After getting restless to go overseas again, I looked into several possibilities, but quickly decided that China was where I wanted to be. After that, I started to dig. I had been told that going jobless was not a good idea. In grad school, I had begun to study Mandarin, but I was anything but fluent. I figured that finding a marketing job right away would be difficult, so I had contingency plans—lots of them. I went to events, contacted people who might know someone who might know someone who could help.

I networked and basically pestered everyone until they helped me—just to get me to go away! And then, I got lucky.

In July 2003, I accepted an offer at a Chinese trading company in Shanghai. I am the global marketing manager in the food division and am responsible for the international marketing strategy for the division’s packaged fruit products. I have now been at the company and in China for four months and I am delighted to have the opportunity to experience both.

Everyone tells me that the longer I stay in China, the less I will be sure of. Since I’m still a greenhorn here, though, let me say that I am sure Shanghai is

an enchanted city. Strangely enough, among both foreigners and (northern) Chinese, people seem to either adore the city or despise it. I lean towards the adore side. Even on the days when the crowded streets, never-ceasing sound of construction and less-than-hygienic walkways seem to start closing in on me, there is suddenly always something that appears out of nowhere to delight me. Usually, it’s something small. Something you’d miss if you weren’t there right at that moment. Like the elderly couple who smiled at me just as they passed. Or the cricket vendor who calmly brushed off my language problem and used a tiny rod to tease one of his wares into demonstrating to me what distinguished a ‘premium’ bug from just another insect—even though both the man and the cricket could see that I had no plans to buy. Then there was the teenage Romeo I saw staging a private concert for his Juliet in the closed-for-remodeling karaoke bar he worked at. And the musicians at a local senior citizen center who, after noticing me looking in on their rehearsal, invited me to come in out of the cold and listen to them practice for an upcoming recital (at least I think that’s what they were practicing for; I’m not exactly sure what they told me).

And the whole city hums. It really does. Because from the street cleaner to the suit-clad yuppie, it seems that everyone walking along is humming or singing under their breath. The construction crews are keeping time for the city’s intertwining melodies as diverse as Shanghai itself.

I only wish that I could speak more Mandarin (and maybe even some Shanghainese). Many of the people I meet keep telling me that it’s only a matter of time, but I have no patience. Twice a week, I take private classes and am using my Mandarin every chance I get. I am making progress, but I want to know more NOW. What is funny is that, although most of the time the problem is me, sometimes it’s not. Many Shanghainese have a specific accent when they speak Mandarin and sometimes that accent varies a lot from the “Beijing standard” pronunciation generally taught to foreigners worldwide. For example, in standard pronunciation, four is pronounced “si,” while 10 is “shi” and the verb “to be” is also “shi,” though the tone is different. However, in Shanghai, the “s” sound and the “sh” sound are often both pronounced “s.”

Within the first month I was here, an elderly fruit vendor and I had the perfect opportunity to completely confuse each other. He handed me a bag of grapes and said, “Si kuai.” So I gave him 4 RMB. He shook his head and again and said “si kuai.” I said, “Shi si kuai.” (It’s 4 RMB). Again he shook his head. Then he completely confused me with just five little words when he said, “Bu si. Si si kuai.” (Not 4. It’s 10 RMB). Of course I confused him right back, but in the end, we were both amused and he even gave me a free sample of a fruit I have yet to associate with a name.

Now that I’ve settled in a bit, I am feeling bold enough to start traveling around China. I am trying to see if I can plan some trips outside of the main holidays when everyone is on the move. In some ways, there’s so much to see that I don’t know where to start, so if you have any suggestions about where to go and when to go there, please let me know! (Email: epsteinb@global.t-bird.edu)

I hope your year will be filled with as much adventure as mine.



SVAMA calendar of events

March 10th Customer Loyalty Program
April 15th **SVAMA Career Development Event**
 Sometimes the Grass Is Greener:
 How to Switch Industries and Jumpstart Your Career

SVAMA Monthly Program Wednesday, March 10, 2004

Breaking Up Is (Not) So Hard To Do: Strategies for Creating and Keeping Loyal Customers

Join us on March 10, 2004. To register visit <http://www.svama.org/events>

WHEN: Wednesday, March 10, 2004
 6:00pm - 7:00pm Networking and Refreshments
 7:00pm - 8:30pm Program and Q&A

VENUE: Network Meeting Center at Techmart, Santa Clara,
 5201 Great America Parkway

For Directions: <http://www.networkmeetingcenter.com/locat.html>

PRICES: (Includes refreshments)

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| Standard | | Advanced Registration (by 3/3/04) | |
| \$40 | Member | \$30 | Member |
| \$50 | Non-member | \$40 | Non-member |
| \$25 | Student member with a valid student ID | \$15 | Student member with a valid student ID |

Join SVAMA now and start taking advantage of the many benefits of being a SVAMA member. SVAMA is the leading source for educational, networking and career development opportunities for Silicon Valley marketing professionals.

How Does Design Fit into Your Marketing Plan

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subcontractors (photographers, writers, etc.) and will charge more than a freelance designer. The third option is a full service communications agency. This agency will offer marketing, media buying and placement, and strategic positioning in addition to design services. You will likely communicate with an account executive and pay a higher price than a small firm or freelancer will charge.

Once you have determined which type of firm suits your needs, get references from other marketing experts. Gather at least five or six names and then look at websites to get a feel for capabilities and the culture of the firm. Narrow your choices down to three and invite them in for interviews. Once you have a representative of the design company in front of you, make sure the chemistry works. It's almost guaranteed that you will work together under pressure so you should feel confident that the designer can and will deliver, and that they'll do it with a smile. Ask about the firm's processes and how they approach the creative process. Find out what happens if your designer is on vacation or out sick when you have deadlines looming.

Lastly, ask them to provide a quote on a project so you can compare each firm's pricing structure. Some will charge hourly and others by the project.

The Design Process

All design firms should have a process that they follow. Some will have documented their process in a detailed format so you know what to expect throughout a project and what the design team expects from you. Others will have a rhythm and will summarize their procedures verbally in the beginning of a project. Either system can work, provided that all parties understand and agree to deadlines, responsibilities and limitations. The following is a typical design process:

- Launch meeting
- Creative briefing
- Research
- Define weak spots
- Define objective
- Set milestone schedule
- Initial concept development
- Internal critique
- Choose top three design solutions
- Fine tune the concepts into comps
- Presentation of comps
- Written approval of chosen direction
- Client provides content
- Application to various pieces
- Revisions (up to three per piece)
- Final proofs
- Written approval
- Final files released

All of these steps should be accounted for in a schedule with the understanding that if one date is missed, it is likely that all of the following dates will be compromised. Defining the process in the early stages of your working relationship will set expectations and prevent headaches.

The Craft of Design

Most designers are educated very specifically in their field. Their training includes conceptual thinking, typography, color, form (2D and 3D), media, illustration, painting, photography, and art history. Your contribution to the creative process is to provide clear direction and know your audience. The best thing you can do for the creative process is to allow it to happen. Set your designer free by not providing specifics about type or color. She has seen more typefaces than you can imagine, and spent a good year in design school learning about the psychology of color. If you are not comfortable with your designer's experience or style, look for a new designer until you find one that you don't have to direct.

SVAMA Communities

A Network for Members and Friends

by Gene Hall

The CRM team is proud to announce SVAMA Communities, an online area where members and friends can network with each other and personalize their interactions with SVAMA.

“The implementation of SVAMA Communities is a milestone in our development as a marketing resource that truly responds to the needs of our members,” says Joyce Vinson, VP of CRM at SVAMA. This new resource for members and friends is located on the chapter’s Web site and includes a number of benefits designed to enhance the value of your SVAMA membership.

- Promote yourself and your business: decide if your information will be visible to others and control precisely what they will see.
- Personalize your calendar and communications, see upcoming events in your marketing specialty or all SVAMA events and you can even add personal events if you want.
- Control the type and number of e-mails that you receive from SVAMA, opt in and out of various marketing and support email communities.
- Participate in on-line discussions about your marketing specialty—get your questions answered, give feedback directly to the board, or start a new topic.
- Look up contact information of your peers; looking for the person you met at last night’s meeting? Find them in SVAMA Communities.
- Send e-mails to others in your Community Group; send an e-mail to any member of your Community Group or send a moderated message to all members.
- Manage your account information, change your contact information and we will automatically notify AMA Headquarters.

You have probably noticed the new look of SVAMA e-mails. An integrated emailing system allows SVAMA to send HTML e-mails directly to you according to your interests. Not only are the communications more attractive, they are also more targeted.

As the various SVAMA committees create additional Community Groups, you will be able to opt in to increasingly specific marketing specialties. If your specialty is not currently represented in SVAMA Communities, give the board your suggestions in the “Discussions” area.

You can login to SVAMA Communities by clicking the “login” button near the upper left portion of the window at <http://www.svama.org/>. If you don’t know your user name and/or password, enter your e-mail address at http://www.svama.org/dashboard/email_password.asp and the system will e-mail your login info promptly.

SVAMA members are automatically subscribed to SVAMA Communities when they join. However, members must set their own e-mail preferences.

Friends can participate in SVAMA Communities and stay informed about the latest Silicon Valley marketing issues. If you want to join SVAMA Communities, point your browser to <http://www.svama.org/Public/SelfRegistration.asp>.

According to Vinson, “SVAMA Communities is one more way that we add value to your SVAMA Membership. This is the result of hours of effort by many people in SVAMA and I am thankful for their time and talents in making this possible.” For more information and detailed instructions, visit <http://www.svama.org/svamacomunities.asp>.

How Does Design Fit into Your Marketing Plan

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Open your mind to possibilities, there is rarely only one solution. When your design team presents ideas, listen to the explanation for each piece before reacting. After you have heard their pitch, pay attention to your instincts. After choosing the direction that your team agrees best fits your marketing objective, provide clear feedback. Work closely with your designer to iron out any inconsistencies and give them any specific information that might impact your audience and the success of the piece.

In short, set your expectations high and let your designer impress you. This will free up your time so you can do what you do best and get a better end result for your marketing effort.

Erin Sarpa is founder of EandI Design in San Jose, California. For more information, visit www.eandidesign.com or call 408-297-8000.

The Newsletter Team

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|------------------------|-----------------|
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