

# THE BULL, BEAR & LION

## SPECIAL ISSUE

THE BB&L AND THE AMERICAN MARKETING ASSOCIATION PRESENT:

## THE *Marketing* EDITION

Vol IV. No v

THE COLLEGE OF NEW JERSEY'S STUDENT BUSINESS NEWSPAPER

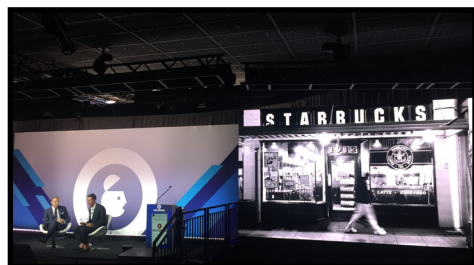
October II 2017

### When Madison Avenue Conquers Midtown

TCNJ AMA COVERS NEW YORK ADVERTISING WEEK



ADVERTISINGWEEK



### CONSUMER, CONNECT, CONTENT....& COFFEE

The Five "C's" to Seattle's Finest: Observations from Advertising Week

BY KAELYN DIGIAMARINO

If there is one way for a coffee-addicted, espresso-obsessed marketing student to become completely and absolutely enamored with her major, it is to sit five rows away from Howard Schultz.

In the unseasonable heat of late September, Times Square buzzed with professionals of all different backgrounds and ages, industries and levels, as Advertising Week took over New York City for four days. Sessions were held throughout different venues across Midtown, as attendees were free to walk back and forth among the ones that piqued their interest the most. Topic tracks ranged from data analytics to storytelling, from brand innovation to the future of media, from Millennials to agency culture to leadership. Food trucks offered free wood fired pizza and coffee, while another sponsor's booth challenged passersby to stop and anonymously divulge their deepest professional confessions. Tantalizing previews of the latest AR and VR innovations filled the Tech X exhibit, where there were conversant dragon robots, and holograms that offered recipe suggestions for dinner. On Tuesday night, the Impact Awards showcased companies that were breaking ground in environmental, humanitarian, cultural, and economic awareness initiatives. But while all of that contributed to the energy and impressiveness of AdWeek, there was nothing that quite matched the brilliance of the speakers themselves, who each in their own way proved that great minds think unlike.

Notebook in hand, it was not possible to scribble down quickly enough the words that spilled offstage from industry leaders I never fathomed being near. First to take the stage was Andrew Keller, Facebook's Global Creative Director. He led a panel of speakers in discussing creativity and collaboration, addressing mobile specifically as a

consumption platform. "Mobile is with you at your best and worst moments," Keller pointed out, noting that it changes not just our minds but also our brains. Our brains are fast; and they are getting faster. It takes the average person just 13 milliseconds to identify and develop an emotional response to an image. Keller later cited that people thumb through 300 feet of content in their social feeds every day, a figure equal to the height of the Statue of Liberty. This overwhelming amount of content has resulted in the decoupling of reach and attention. To capture an audience you must bring your brand message to life in a way too compelling to be ignored. You must think braver, bolder and stand out in a way that is contextually relevant. Modern consumers look for the promise of personalization and want to be engaged in the process. On the note of collaboration, one panelist emphasized that, "Collaboration is at the heart of any creative genesis." Furthermore, friction between people who think differently leads to innovation, and being comfortable with being uncomfortable is a must when embracing the messiness of collaboration. Protection, trust, generosity and empathy are the keys to this approach. "Thinking like a startup" can also transform collaboration and creativity; startups are committed, resourceful, resilient and have skin in the game.

Next up was a session with Allan Thygesen, the President of the Americas

See *Consumer*, Page B2

### 'Brandivism':

### How a Strategic Stand Can Help Companies Appeal to Millennials

Recap of the "Red, White, and...Blue?" Panel

By Taylor Nesnay

"In current times of political and social turmoil, it has become more important than ever for companies to join *active conversations*, no matter how controversial they may be."

As the consumer landscape is taken over by Millennials – the age group now accounts for \$2.45 trillion in spending power – it is essential for brands to pay attention to shifts in values. According to the American Marketing Association, 70% of Millennials will spend more on brands supporting causes they care about. This value proposition, typically referred to as corporate social responsibility, has been proven historically to be successful

when executed correctly. Companies that make it their mission to not only "do well," but also "do good," can foster a relationship between consumer and product/service that goes far beyond a value proposition.

Who are some leaders in the corporate social responsibility landscape? Google, Starbucks, and Ben & Jerry's, to name a few. All three companies have commonalities: celebrated leaders, cult followings, and clear visions. It is no secret that intertwining a good cause with business strategy helps guide strategic brand decisions. As Howard Schultz, CEO of Starbucks, said during an interview at Advertising Week 2017 in New York City, "Our purpose is not to make money...we are a financially-driven performance-based company through the lens of humanity."

In current times of political and social reaction, it has become more important than ever for companies to join active conversations, no matter how controversial their stances may be. This delicate balance can undoubtedly be a challenge. During a session at Advertising Week 2017 in New York City entitled "Red, White, and...Blue?", panelists discussed the concept of America as a brand and how certain companies have navigated the political commentary better than others. For example, Nike condemned President Trump's immigration ban by writing an open letter, which was viewed as only 40% favorable and most frequently categorized as political mudslinging by consumers. Additionally, Budweiser ran a Super Bowl ad campaign addressing the topic entitled "Born the Hard Way," which met a 50% favorable rating.

The message of this contrast is that not all activism is inherently appealing. Moving forward, brands must be willing to take a stand and be able to do the rigorous research – both qualitatively and quantitatively – that ensures that their campaigns will be viewed favorably amongst consumers. As Elicia Greenberg, program director of The Advertising Club of New York, reminded the audience attending Advertising Week, "Be the difference...it's not about the talk – it's about the doing. It's time for advertisers and marketers and creatives to work to fix the problems in our nation and bring Brand America to new and innovative heights."

"To capture an audience, you must bring your brand message to life in a way too compelling to be ignored. You must think braver and bolder."

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THE BB&L

CASE STUDY

MADE IN AMERICA:

The Rise and Fall of American Apparel and Its  
Reinvention of “Cool”

BY NICHOLAS MALDARELLI

It seems that no matter where one shops today, every business has the same gimmick, “We do things differently.” Be it product or service differentiation, or customer service, or product design and quality, businesses want to be different. More importantly, however, is that businesses want their target markets to perceive them as different. This is especially true with clothing companies between which rivalry is high and product differentiation is relatively low. Companies that sell affordable yet stylish clothing have ultimately failed to achieve different; that is, except when Dov Charney created American Apparel in 1989.

The story of American Apparel’s rise and fall as the iconic “cool clothing” brand is one that could likely be featured in undergraduate business management and marketing textbooks for decades to come. The company existed as a vertically integrated manufacturer, distributor, and retailer of domestically produced apparel and accessories. Its business model of backwards integration and a streamlined value chain propelled the company into the hundreds of millions of dollars range in gross revenue and facilitated its opening of over 200 locations across three different continents.

During American Apparel’s 28-year tenure as an emblem of non-conventional style and dress, the company prospered financially and socioculturally as both a lifestyle brand as well as a general statement to society: “Products of value and quality can and will be produced in America, and people will pay more for them.” This was the essence of the company’s mission statement, and it proved profoundly lucrative and scalable up until Dov Charney engaged in corporate misconduct. From a marketing perspective, American Apparel thrived and simply did business different. From a corporate management perspective, the company performed poorly, and top executives, including and especially the founder and former CEO Charney, made poor judgements that inevitably sunk the company into Chapter 11 bankruptcy.

Before his inevitable downfall, Dov Charney had been an ambitious hustler. His entrepreneurial spirit, backed by a loan from his father, helped him import clothing from his hometown in Canada across the border into the United States. This brought to life the beginnings of American Apparel. Charney opposed corporate America, suits and ties, HR departments, memos, weekly meetings, banter next to the coffee machine at break time, and the like. He resented everything that had to do with conventional American business; and so by building a textile importer whose values and business practices worked against the current of American corporations, Charney felt comfortable defying the status quo at nearly every turn during his tenure as CEO. For much of its existence, the apparel company was revered for being sweatshop-free, instituting a liberal hiring process for immigrants, paying above-industry average wages for employees, and implementing edgy and largely controversial advertising, which most often featured skimpy outfits worn by young women<sup>1</sup>.

1 The models used within American Apparel’s advertising ranged in age, ethnicity, nationality, and notoriety. The company used a diverse group of models to communicate brand accessibility to its target market. However some AA ads feature music entertainers and other public figures whose work and image resonated with the company’s primary target market of progressive millennials with moderate-high discretionary income.

Appendix A

0.00700

Delayed: 11:37AM EST  
OTCMKTS data delayed by 15 mins - Disclaimer  
Currency in USD

Range 52 week 0.01 - 0.95  
Open -  
Vol / Avg 0.00/1.85M  
Mkt cap 1.28M  
P/E -  
Div/yield -  
EPS -0.56  
Shares 182.57M  
Beta 1.99  
Inst. own 6%



American Apparel stock price, 2007 to present. [10/20/17: \$0.007]

Index to Writers

Thanks to the AMA members who contributed to this edition:

<b>Kaelyn DiGiamarino, ‘18</b> <i>Marketing major; International Business minor</i> Insights: branding, consumer behavior, innovation, business literature	A1, A2
<b>Nicholas Maldarelli, ‘18</b> <i>Marketing major</i> Insights: U.S. economics & policy, business ethics, corporate misconduct	B1
<b>Taylor Nesnay, ‘18</b> <i>Marketing major</i> Insights: social media, consumer behavior, branding	A1
<b>Jill Marbach, ‘20</b> <i>Marketing major; Graphic Design minor</i> Insights: advertising, social media, brand design	B2

American Apparel®

It was by these latter means that American Apparel differentiated itself, albeit in a way that inevitably corroded its brand reputation.

Most importantly, however, American Apparel went into business at perhaps the most auspicious time for a progressive fashion company; young men and women with money to spend were searching for a sense of identity and meaning, and so often self-identity is discovered through forms of self expression i.e fashion. Impressionable teens and young adults distinguished themselves by thinking and acting differently, and tucking in a white t-shirt into one’s Made-in-America blue jeans consummated that identity shift. American Apparel displayed some foresight about this change in consumer tastes, attitudes, and preferences, and cashed in by building a product line that facilitated that exact aesthetic...hipster. With its edgy, promiscuous advertising, which was also demolishing boundaries of ethics and respect by women, American Apparel commodified the hipster aesthetic and allowed anyone willing to spend big to come along for the ride.

Nearly three decades later, Dov Charney was ousted by his executive board, the stock subsequently plummeted, the business began to crumble in all levels of management, and American Apparel eventually filed for Chapter 11 bankruptcy protection. (See Appendix

A) As of June 2017, Canadian-American clothing manufacturer Gildan Activewear agreed to buy out American Apparel as a company, but opted out of keeping any retail locations open for business. Since this past summer, the company has quietly withdrawn from gentrified neighborhoods and cities across the country and abroad, and is currently under capital and financial restructuring with Gildan at the head.

The reasons why American Apparel ultimately failed are numerous and complicated. Changing market conditions such as the rise of e-Commerce detracted from the company’s brick-and-mortar sales and branding, fashion trends changed over time, and management fiascos corroded company reputation. However, perhaps the most pernicious influence on American Apparel’s demise was its inability to keep up with its customers’ attitudes and values. American Apparel found its identity in basic apparel produced and distributed in the USA, but failed to understand the ethical and legal implications of its business policies. As Millennials with moderate-to-high purchasing power begin to take notice of ethical standards within a company, any company that targets those consumers must heed these priorities. They drive purchasing behavior and manifest brand loyalty. American Apparel lost touch with the very people who put the company in business in the first place.

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# THE MARKETING EDITION

Consumer, from Page A1

at Google, and Keith Weed, the CMO and CCO of Unilever, that discussed marketing in the age of assistance. The age of assistance is characterized by increased empowerment of consumers, a result of the democratization of information and connectivity through the rise of mobile, social, and real-time web.

Thygesen began by remarking that for these reasons, today’s consumer is more demanding, more curious, and more impatient than ever before. The hyper-connected consumer is changing how they engage with products and in turn is transforming the traditional path to purchase. To navigate this new landscape, Weed suggested following a framework of “5Cs” to resonate with today’s consumers: consumer, connect, content, community, and commerce. Give users real utility and real value in the moment, because the best strategy a brand and its marketers can have is to become consumer centric.

Jessica Alba, founder of The Honest Company, Neil Blumenthal, co-founder and co-CEO of Warby Parker, and Harry Kargman, founder and CEO of Kargo, took on the topic of building a brand in a mobile-first world. Both Alba and Blumenthal believe that the best businesses are those that solve real problems. The Honest Company and Warby Parker each rewrote the way consumer-packaged goods were sold when they began their online, direct-to-consumer business models. Both companies received unprecedented attention from the start because their ideas innovatively launched entirely online, and because both supported ethical initiatives. Blumenthal credited the phenomenal success of Warby Parker to good timing in entering the market, and to deliberate serendipity putting in the work to help create luck, and then taking advantage of it when it appeared. Warby Parker and The Honest Company thrive because they are simple solutions to customer pain points, because they clearly define the purpose of their brands, because they use details and specificity to create authenticity, and because they understand that consumers buy products based on attributes and price, not just for the good of other people.

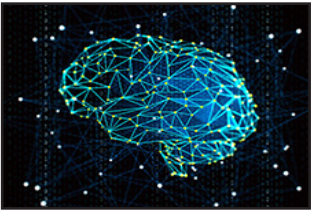
My time at Advertising Week ended with Howard Schultz, and as he began, it became clear his session would be the most impactful. Schultz started with a provocative statement, one that might have made accountants shudder: not every business decision should be a financial one. Schultz mused that Starbucks’ purpose as a business is to build shareholder value, but making money is not its mission. Starbucks is a financially driven company. But, it is one so that it can scale for good and through the lens of humanity. He challenged the audience: what is the courage of your convictions? Schultz explained that he is adamantly against the way people and companies are conditioned not to talk about certain subjects, such as race and sex. Schultz believes that there are some topics you simply cannot start the workday without first discussing and addressing. Furthermore, Schultz emphasized the need to be curious and the need to see around corners, but not just in terms of products and innovations. We, as marketers and people, cannot be indifferent; companies must use their sphere of influence to demonstrate that there is another way. The need is to be sensitive to human experience, because that is where you learn.

Advertising Week was impactful in ways that words cannot fully describe. The train ride home from New York was a bittersweet one, as I sat with mixed feelings of melancholy and exhaustion. But also with feelings of excitement and empowerment and confidence, and with feelings that could not quite capture the invigorated passion for marketing instilled in me. And with the feeling that I really, truly needed another shot of espresso (or two).

## NEW YORK ADVERTISING WEEK 2017

September 25th - 29th NY, NY

### PANELS



- “Is Your Brand Prepared for the Hip-Hop Future?”
- “Will the Rewards of AI Outweigh the Risks?”
- “Who Will Survive the Winter of AdTech?”
- “Alexa, What’s My Voice Strategy?”
- “Can Brands Actually Tell a Story in 6 Seconds?”

### PITCHES

- “The Power of the Fan: How to Win Them (and Their Friends)”
- “Not Your Parents’ Branded Content”
- “Digital & Experiential: A Love Story”
- “Make Them Laugh: How Humor Builds Brands”
- “Better Capitalism=Better Business=Better Stories”



### PERSONAS



- |                    |                      |
|--------------------|----------------------|
| Jimmy Buffet       | Victor Cruz          |
| Malcolm Gladwell   | Arianna Huffington   |
| Mehmet Oz          | Joan Jett            |
| Robin Roberts      | Sarah Jessica Parker |
| Sir Martin Sorrell | Venus Williams       |

## IS IT TIME TO MOVE AWAY FROM GENDERED MARKETING?

by Jill Marbach

When it comes to marketing products or services, there is one basic rule every student will come to know: you can’t please everyone. This is why we spend millions of dollars analyzing trends to break customers up into target market segments. These segments can come from geography, age, interests, or another more obvious division: gender.

There has been a lot of buzz around the topic of gendered marketing, especially in the last few years. In a quick search of the term “gendered products,” millions of results come up featuring lists of the most ridiculously gendered merchandise (my personal favorite: men’s bread) and outcries for the trend to stop. One criticism that blew up was Ellen DeGeneres’ comedic critique of pens made specially for women: “You can use it to write down a grocery list, or even recipes for when you need to feed your man.”

Despite the growing number of people opposing extreme product gendering, those in branding point out if you don’t understand this method, the product probably isn’t targeted at you. They say, with such a wide range of products being available, that customers need help narrowing down their options. A simple way to do that is by emphasizing gender. Although some of these gendered products may come across as weird, branding professionals argue that there is surely a segment of people weird enough to buy them.

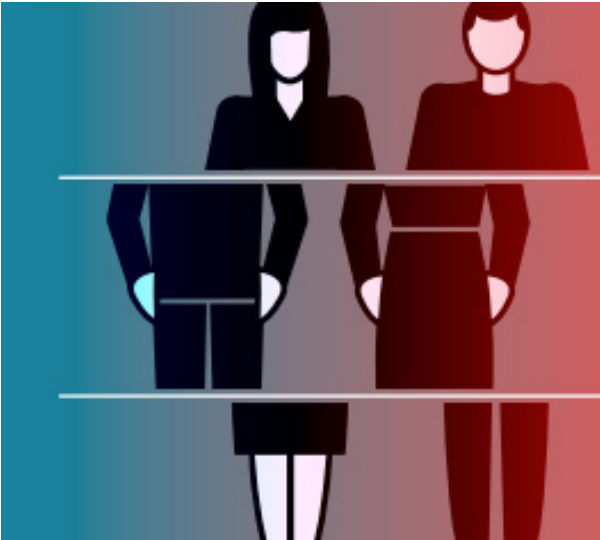
Although this message may be true of quirky products, like sausages for girls and “mansize” facial tissues, gendering may not be favorable for all mainstream products. A prime example of a popular industry that may need to change is children’s toys. In a recent TED Talk about the subject, Elizabeth Sweet analyzes the issue from the perspective of a mother. She explains that strict gendering of toys does not allow children to fully explore all of their interests. Instead, they are shamed and teased for wanting to do things outside their gender “bubble,” and will ultimately give up these interests. In many cases, this means that little girls will not

want to buy a boys’ science kit and little boys will shy away from girls’ dolls or cooking sets.

If these psychological effects weren’t enough to make marketers think twice about promoting strict gender guidelines for kids, the feelings of customers might. In a recent consumer report by Havas that studied over 12,000 consumers from 32 countries, it was found that 61% of women and 46% of men felt that, as much as possible, parents should raise their children in a gender-neutral way. The demographic most likely to express this opinion was Millennials, the generation that will be buying kids’ toys next. This survey shows that parents are changing the way they look at the toy aisle, and marketers should, too.

Some companies have been anticipating this change. In 2015, Target announced that it would no longer label its aisles by gender, including its toy aisles. Additionally, the superstore introduced its first line of gender neutral kids’ clothing this summer. The White House made moves to support this movement under the Obama Administration. In 2016, it hosted a conference titled, “Helping our Children Explore, Learn and Dream without Limits: Breaking Down Gender Stereotypes in Media and Toys,” which worked to rethink the products and media designed for future generations of kids.

For those working on branding products specifically for children, it’s obvious that a change in strategy is needed. As for those in wider sectors, profits can still be found by falling back on a gender-divided market. But for how long? According to the 2017 Havas report, 52% of women and 44% of men agreed strongly or somewhat that they did not believe in set genders and that gender is fluid. Gender-neutral trends appear to be here to stay. It will be up to marketers to respond to these trends or get left behind.





THE BB&L

REVIEW

BOOK

CONTAGIOUS BY JONAH BERGER

Review by Kaelyn DiGiamarino



“Every day, people exchange more than 16,000 words. Every hour, there are more than 100 million conversations about brands. How do you make your brand the topic these conversations center around?”

Philadelphia is the City of Brotherly Love, and \$100 cheesesteaks, too.

Wharton professor Jonah Berger opens *Contagious* with the story of a restaurant that did not just create a cheesesteak, but instead a conversation piece. Barclay Prime steakhouse transformed the city’s staple, the Philly cheesesteak, into a social transmission sensation. Made with Wagyu ribeye, foie gras, and truffle cheese whiz, the Barclay Prime cheesesteak is an experience worth talking about.

Every day, people exchange more than 16,000 words. Every hour, there are more than 100 million conversations about brands. As a marketer, how do you make your brand the topic these conversations center around? Through *Contagious*, Jonah Berger explores how ideas spread, what drives word of mouth, why content goes viral, and how the power of social influence actually works.

Word of mouth is the primary factor behind 20% to 50% of all purchasing decisions. Why not create content that harnesses that power? Berger points out that only 7% of this word of mouth transmission happens online; a number that most people, when asked, expect to be a lot higher. The reality is that while consumers are spending an increasing amount of time online, they are still participating in offline conversation and interactions in the majority of their day. Conversational word of mouth is difficult, if not impossible, to measure quantitatively. That said, it is still undeniably important to pay attention to, and Berger teaches his readers how to do just that. Word of mouth is incredibly persuasive because consumers place greater trust in people than in advertisements. Consumers know that their friends will be honest, be open, and tell it as it is. Furthermore, word of mouth is naturally more targeted because conversation centers on topics about which its participants are interested.

Berger recalls his initial intent as an undergraduate to be an environmental engineer. It was while sitting in a science class that he first started to wonder if the same scientific method he was learning about could be applied to social phenomena to understand social influence and interpersonal communication. After reading and embracing Malcolm Gladwell’s *The Tipping Point*, Berger was hooked. Nonetheless, there was something about *The Tipping Point* that did not sit right with him: Gladwell’s theories were powerful, but they were mainly descriptive. Berger decided to spend his career applying data to the questions of human behavior pertaining

SOCIAL CURRENCY

WHAT WE TALK ABOUT AFFECTS HOW WE ARE PERCEIVED

TRIGGERS

INCREASING THE FREQUENCY YOUR BRAND IS THOUGHT ABOUT INCREASES THE AMOUNT IT IS TALKED ABOUT

EMOTION

FOCUS YOUR MARKETING MESSAGE ON FEELINGS TO MAKE IT EVEN MORE CONTAGIOUS

PUBLIC

DESIGN BRANDS THAT ARE HIGHLY OBSERVABLE AND ADVERTISE THEMSELVES

PRACTICAL VALUE

HIGHLIGHT THE VALUE YOUR COMPANY PROVIDES

STORIES

WEAVE A NARRATIVE INTO WHAT YOU ARE SELLING



V



THE BULL, BEAR & LION

THE STUDENT NEWSPAPER OF THE COLLEGE OF NEW JERSEY’S SCHOOL OF BUSINESS



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Thank you to our Advisors and Faculty Advisory Panel for topic ideas, fact-checking, and guidance.

to why trends, ideas, and products catch on. *Contagious* is the product of that ambition, and it draws from concepts of both *The Tipping Point*, and *Made to Stick*, by Chip and Dan Heath. Invisible Influence is the second book written by Jonah Berger; it is a follow-up to *Contagious*, and has a greater focus on the subtle, secret influences that the average person does not notice when making choices.

Berger’s writing is almost conversational, perhaps fitting for the topics of word of mouth and social transmission. He playfully explores the way ideas spread and he roots his arguments in data, experiments, and case studies. *Contagious* is an easy read, but nonetheless a thought-provoking one. With a Halloween-orange cover, it is undeniably an eye-catching read too. Berger has a unique way of taking complex experiments and translating the results into simple, understandable, and applicable terms. His book is truly enjoyable to read, with bits of humor and wow moments scattered among every chapter. He engages his readers, offering them the chance to participate in short cognitive experiments and quizzes as they read along. Berger originally wrote this book for his marketing students at Wharton, but the content of *Contagious* is applicable across industries and professions. Understanding how to craft contagious and compelling messages is a skill every person should master.

Berger defines the underlying psychological and sociological processes behind creating contagious content in an acronym: STEPPS. Through following these six STEPPS—Social currency, Triggers, Emotion, Public, Practical value, and Stories—he promises his readers a simple way to master the science of social transmission.

The first of the six steps is social currency, or “self-sharing.” This driver of social transmission is rooted in the inclination that people have to share things that make them look good to others. What we talk about influences how others perceive us. People have an innate desire to share their thoughts, opinions, and experiences—the very reason that social media and online social networks have become so popular. Disclosing information about one’s self is intrinsically rewarding. So much so, that 40% of what people talk about is their personal experiences or relationships. Berger suggests using social currency to achieve positive impressions among consumers by finding inner remarkability and making people feel like insiders.

The second of the STEPPS is triggers—stimuli that prompt people to think about related things. What do you immediately think of when you read the word, “peanut butter?” Jelly. Berger writes that, “top of mind leads to tip of tongue,” meaning that people often talk about whatever comes to their mind. If you can increase the number of times in a day that consumers think about your product or brand, you are likely to also increase the frequency that it is talked about. Triggers do not have to be words; triggers can be sights, smells, or sounds that bring related thoughts and ideas to the top of a consumer’s mind. Berger uses Kit Kat’s “Kit Kat and Coffee” campaign as an example. Kit Kat and coffee not only create an alliteration, but also pair well, because the classic Kit Kat candy bar “breaks” complement the existing notion of a coffee break.

Emotion is the next principle Berger touches on. The most contagious content naturally evokes emotion. Focus your marketing message on feelings; because when, “we care, we share.” Berger names awe as one of the most contagious emotions, and defines it as, “the sense of wonder and amazement that occurs when someone is inspired by great knowledge, beauty, sublimity, or might.”

Fourth in the STEPPS process is public, which draws on the notion of “monkey see, monkey do.” Humans have a tendency to imitate. Make your product and idea more public, because when it is observable, it is imitable. Social influence is stronger when consumers’ behavior is more visual and conspicuous. A classic example is Apple’s signature white earbuds. They are easy to identify and perpetuate the Apple brand. Berger recommends that brands design products that advertise themselves and make the private public, because if something is built to show then it is built to grow.

Practical value follows next, as Berger says that it is important for brands to highlight the particular value that their product or idea provides. The knowledge and expertise offered to a consumer need to be packaged in a way that can be easily spread and passed on.

The last of the STEPPS is stories. To craft a contagious message, you must tap into the power of narrative. People embed ideas, information, and products into the stories they tell. The best marketers have their idea or product so deeply woven into a narrative that the messenger cannot tell the story without mentioning it.

Word of mouth is a force which is often underestimated, but it is one that you can greatly capitalize on. Berger teaches his readers how to recognize and curate content that captures attention and harnesses the true power of social transmission. “Virality isn’t born,” Berger states, “It’s made.” A cheesesteak is not all that phenomenal. But, a \$100 one is quite literally, remarkable.

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