

# the holmes report

Monday October 14, 2002

www.holmesreport.com

volume 2 number 40

## agency news

### Chadlington's Firm Will Buy Thomson IR Unit, Hire Golin Veteran Wolff

LONDON—Lord Peter Chadlington, founder of Shandwick and now chief executive of the **Huntsworth Group**, is on the verge of making a move that will instantaneously elevate his new firm into the top five or six firms in the U.K., give it a foothold in the lucrative investor relations sector, and expand its operations into the U.S. for the first time.

While neither Chadlington nor any of the other parties involved would comment, sources say Huntsworth will this week announce its acquisition of the investor relations operations of **Thomson Financial**. The company will also name Richard Wolff, who recently stepped down as general

*(Continued on page 5)*

## agency news

### Edelman's Kalm Opens New Firm Focused on Corporate Reputation

CHICAGO—Nick Kalm, general manager of the reputation management practice in the Chicago office of **Edelman Public Relations Worldwide** and leader of the firm employee engagement practice, has left to form his own firm. The firm, **Reputation Partners** will focus on corporate communications, employee/labor communications and issues management.

Kalm, who spent six years at Edelman, will be joined by two other former Edelman executives, Marta Rhyner and Jane Dalzell. Rhyner was a senior vice president in the reputation management practice, while Dalzell was senior account supervisor.

"Marta and I believe there's a

*(Continued on page 6)*

## best practices

### Communicating with Multicultural Market

By Betsy Helgager

Urban. Ethnic. Diversity. Cultural Marketing. These are buzz terms marketers use for the technique they use to effectively reach people who are typically not included in the general market, but who make up more than \$1.3 trillion in buying power. Depending on the marketer's business imperative, and who the target market is, marketers must know the differences and select one approach over another.

**Urban Marketing:** Urban marketing has grown to encompass more than the traditional definition of African-Americans and Hispanics living in the inner city. Urban marketing refers to a particular multicultural lifestyle and mindset. It is not based on race, ethnicity or locale. Urban mindsetters can live in

the suburbs, but it's their mindset of trend setting and early adopting of new products, among other characteristics, that make them Urban.

**Ethnic Marketing:** Ethnic marketing involves tapping into and leveraging a group's culture and roots in developing communications and marketing strategies.

**Diversity Marketing:** Diversity marketing includes reaching a variety of target audiences, including racial groups, men, women, gays and lesbians, and typically communicates a company's supplier diversity initiative or workforce diversity initiative.

**Cultural Marketing:** Cultural marketing speaks to the group's culture and roots. It's similar to ethnic marketing; however, the term cultural is more descriptive because

*(Continued on page 2)*

## The Complexities of Today's Increasingly Important Multicultural Market

*(Continued from page 1)*

culture encompasses more than ethnicity and racial makeup. It also includes taking into account how a group of people immigrated to the United States, by force or by choice.

Without going into deep details of effective tactics and techniques for each category, please consider the variety of strategies from which to choose. There is not a silver bullet with this flexible, trend setting consumer category. Depending on the business goals and the desired behavior change, a marketer needs to mix and match select strategies and tactics to achieve the communications program's overall goals and objectives.

Most importantly, even beyond the chosen strategy or tactic, ensure your program or campaign is not culturally offensive. Research, research, research! Test concepts with the target audiences. This will help you avoid embarrassing media coverage and/or boycotts of the brand you're representing. This is very important especially if the campaign planning and design team does not have the perspective of the target audience.

I often liken it to a group of female PR practitioners, sitting in a brainstorm for a men's shaving product, without men in the room. Women don't know the mindset of a man as it relates to his grooming and self-improvement; she can only guess or assume. So if your department or firm does not have the talent in-house that reflects the target audience, partner with a firm that has the niche expertise of the particular group you're trying to reach, and you'll gain key insights and creative ideas that will most likely hit the mark.

Historically, consumers who weren't defined as being the "general market" were often left out of many marketing campaigns, including advertising and PR campaigns. This neglect has made many cultural audiences cynical about advertising. With so many advertisers today including rap music to hawk anything from chicken strips to phone service to the African-American consumer, the tolerance level of such offensive "creative" and pushes people further away from trusting marketers.

Because of this factor, word-of-mouth is one of the strongest influencing marketing tools—hearing from people you trust, not marketers trying to sell you something without giving back to your community. Similarly, when immigrants from Latin America come into the United States, they will connect with family that's already in the U.S. to get the scoop on how to do things and what to buy and what works and what doesn't, thus influencing brand choice and loyalty. The generational

influence for most cultural groups is extremely high, and considering the "influencer" dynamic is key.

You also need to examine the mix of traditional and non-traditional tactics that are effective, depending on the demographic, of reaching cultural consumer markets. See the types of tactics and strategies below for your marketing mix consideration:

**Street Teaming:** Street teaming is a grassroots technique that allows marketers to put similar looking and acting feet on the street and directly go to the consumer with information. Consider your target is African-American men and women, 21-24. You may hire a street team to take your message to nightclubs frequented by the target market. And because our communities are relatively segregated in this country, and we generally socialize separately, finding predominately Black nightclubs are very easy. The right street teaming group will know the local communities and the target market's social behavior and may be able to help you build a stronger street teaming strategy to include other community events of interest to your target.

**Mall/Event Mobbing:** Mall mobbing, or event mobbing is another grassroots strategy to gain the attention of the target audience with a little shock factor. For example, if a brand wants to gain the attention of African-American men, 25-35, they may send into a mall or an event attended by the target market (such as a Black fraternity convention) a group of 3-5 models, all dressed alike, to capture the target's attention. This gives the marketer a chance to make a memorable brand connection with the target and make them more likely to receive the information they are handing out on behalf of the marketer.

**Sniping:** Most entertainment companies and concert promoters use this method, although illegal in some areas, of pasting or stapling concert or event posters on scaffolding boards, telephone poles, and light structures in highly trafficked areas by the target market. This same approach can be used on sidewalks, painting logos with water-soluble paint or chalk to guide the target to an event or on the convention show floor.

**Word-of-mouth efforts:** Developing strategies and tools that encourage word-of-mouth is key in the cultural marketing arena considering this target audience turns to each other and their influencers for advice and suggestions about products and services. Statistics show that people are more likely to tell people about their bad experiences than their good, so every brand-to-consumer interaction in these communities can lead

*(Continued on page 3)*

## The Complexities of Today's Increasingly Important Multicultural Market

(Continued from page 2)

to a more significant impact on a target consumer base. Identifying community/peer influencers first is key, and often they can be detected in focus groups or through other forms of research. Connect with the influencer and give him/her a task and provide incentives. Because of his/her nature, other individuals in the target will be on board or at least listen to the influencer based on his/her reputation.

**Community Group Partnerships:** Partnering with the right community group can add value and credibility to many marketing programs if done in a respectful and genuine way. Because the community groups have longer standing histories with the target audience, the target is poised to at least consider participation or involvement because it's been endorsed in a sense. For example, the Tampax Total You Tour, designed to reach African-American teen girls, partnered with a variety of organizations, but particularly the Boys & Girls Club in local markets, to help drive traffic to the empowerment event, encouraging bus loads of the clubs' entire girl population to attend. Although most of the partnership tickets were complimentary, it showed a genuine interest in reaching the girls with the empowerment messages surrounding mind, body and spirit, not just to sell Procter & Gamble products.

**Media Relations:** The beauty of reaching cultural markets via media is that, like we socialize in this country, we also read. Although such general market publications as USA Today and Newsweek are read by all consumers, there are specific publications geared toward African-American and Hispanic consumers in particular. For example, there's Essence magazine, the leading magazine for African-American woman, and Honey, as well as People en Espanol, and Latina. Additionally, there are services that allow you to distribute press releases to Black and Hispanic format newspapers, radio stations, TV programs and magazines, making the distribution of relevant stories convenient. Building relationships with editors and producers are key too, so meaningful networking with members of your local chapters of the National Association of Black Journalists, National Association of Hispanic Journalists, Native American Journalists Association, etc. is recommended.

**Managing the Images:** We all know pictures and images speak a thousand words, therefore it's imperative that brands and their marketers are using appropriate images and design without being stereotypical. Consumers are visual in nature, therefore, the image is

sometimes more powerful than the content. For years, no matter what the product was, marketers who claimed to be savvy in the area of cultural marketing would include African fabric in their ads or thought a Mariachi band would resonate with Hispanic consumers. Today, the images too often used include rapping consumers, Spanish speaking dogs, and dated file photos that everyone uses. What many marketers need to realize is that consumers, no matter their cultural background, want to know product benefits and uses and they want to see themselves using the products or services. And because there's diversity in look, attitude, mindset and behavior within cultural groups, marketers and creative directors must have a clear understanding of the specific target within the demographic and utilize images and imagery appropriately. Make sure you don't short change the marketing program or campaign by offering amazing strategy, but weak and possibly offensive creative.

These are just a few, but powerful tactics and strategies to use to effectively reach cultural markets. Each group is different, so it's essential you study, connect and entrench yourself in the culture of your target market to ensure you are providing culturally sensitive and relevant communications programming.

This entire article was written without using the word "M" word? Savvy marketers recognize that the term "minority", which means less than or not as important, is offensive, especially when recognizing the growing populations of those groups typically defined as minorities. Emerging markets are how they're often described now, and based on Census data and reports, will clearly become the majority of the U.S. population by 2050 or sooner. Thus, the marketers who want to ensure they are staying competitive and building a relationship with their customers of tomorrow to ensure brand loyalty, must start now with their cultural marketing programming. Otherwise, they will risk being engulfed by the competition that recognizes the value and future of reaching culturally diverse audiences.

*Betsy L. Helgager is president and CEO of **BLH Consulting**, a marketing communications firm based in Atlanta ([www.blhconsulting.net](http://www.blhconsulting.net)). Previously, Helgager was founder of Ketchum's African American Markets Group and implemented a two-time, award-winning program for Procter & Gamble, the Tampax Total You Tour.*