Dear Professor:

This newsletter summarizes article abstracts for case discussions for the following topics:

- Old Navy Repositions its Brand
- JCPenney’s New Private Label
- Fighting Knockoffs and Counterfeits
- Starbucks Closed for Training
- Saks Fifth Avenue Introduces First WebLOG or Online Catalog
- Southwest Airlines Changes its Target
- Envisioning LensCrafters’ Appeal in China
- Does David’s Bridal have a Sustainable Competitive Advantage
- The Internet in Foreign Markets
- Superstore Interactive Concept
- Will OfficeMax Make You Dance?

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ABSTRACTS OF RECENT RETAIL ARTICLES

Old Navy Repositions its Brand

Use with Chapter 16, “Retail Communication Strategy”


Old Navy long has been known for its fun atmosphere, appealing to all markets from kids to teenagers, women to men. Yet the company is now focusing more specifically on women in their 20s, because the majority of its volume comes from customers within this demographic. This year’s $225 million advertising budget plans to target this market in particular.

Although the Old Navy brand suggests high-quality basics for great prices, it also wants to show its customers that it is modern and fashionable and shift into the fast-fashion category. Fast-fashion companies offer highly trendy clothing that is reasonably or low priced, making it easy for customers to shop often. Many companies have turned to showcasing more fashionable and trendy appeal, because that is what women in their 20s demand.

This consumer market spends a lot of time online, so Old Navy’s brand site provides interactive opportunities. At the same time, its television advertising campaigns will move away from the cheesy fleece commercials of old and focus instead on youth and sex. Its overall goal is to produce an integrated campaign that remains consistent.

Despite this targeting, the company hopes not to alienate moms shopping for their children. For moms, it will advertise differently through the use of radio and direct mail. Because Old Navy customers often grow with the company from a young age, the brand must be able to withstand the changes that a young customer wants as well.

This division of The Gap has suffered declining sales since 2005. Even though the company has achieved a strong image in customers’ minds, it may have lost some of its “coolness” as its customer segment aged and graduated away from Old Navy. The new advertising campaign and strategy seeks to renew its image, headed in a fashionable and trendy direction.

Discussion Questions:

What is Old Navy’s new integrated marketing communications strategy?

Its new integrated marketing communications strategy is to target women in their 20s through different media. For example, the company offers an interactive brand site to communicate its move into the fast-fashion category.

What do you think of it?

I think Old Navy had built a strong brand, known for its high-quality basics and low prices. By pushing its clothing into a more fashionable direction, the 20-something women should start to view the company as cool and want to shop there more often for the newest items.

JCPenney’s New Private Label

Use with Chapter 14, “Buying Merchandise”
The launch of JCPenney's new private-label line, American Living, comes with an interesting pedigree. The line was designed by Ralph Lauren, but it will not have any visible association with the designer. For the first time, Ralph Lauren has created a brand for another retailer, though in the past, many brands that JCPenney's created have been tied back to Ralph Lauren.

At the same time, JCPenney's has been repositioning its brand by renovating stores and adding Sephora shops inside. Sephora sells expensive cosmetics and fragrances; American Living products will cost 15 percent more than the highest priced private labels currently sold by JCPenney's, including Concepts by Claiborne, Joneswear, and Liz & Co. JCPenney's also has two existing private-label brands with annual revenues of over $1 billion each. American Living is expected to be a billion dollar idea as well.

In a slowing economy, JCPenney's seems to be going against the grain by introducing a higher-priced line of clothing, especially because the middle-class shoppers who frequent its stores often are the first to cut back on their spending. Yet JCPenney's argues that the new American Living line will give its customers a reason to shop. Consumers continue to buy new and fashionable items, so an alternative approach—keeping the store safe but stale—is not the way to go, according to the retailer.

The American Living brand may not be obviously associated with Ralph Lauren, but the roots of the brand will be obvious. It uses an eagle with a flag as its logo, and ads consist of patrician families, shirtless hunks, and dreamy couples in upscale suburbs or beach communities. The all-American preppy environments clearly resemble a typical Ralph Lauren campaign.

Some observers remain skeptical that this brand will be successful in JCPenney's environment and suggest it should have been a private label for Macy's. However, as JCPenney's attempts to become a more upscale brand, enjoying the strong foundation provided by American Living and the addition of Sephora, people may soon wonder how Macy's even fits in the picture.

**Discussion Questions:**

*What kind of a brand is JCPenney's American Living?*

JCPenney's American Living brand is a private label for the retailer, which means that JCPenney's controls and produces the brand. Although Ralph Lauren designed it, it will be sold exclusively by JCPenney's.

*Evaluate the strategy for American Living.*

American Living is being advertised as if it were a Ralph Lauren brand. Although the Ralph Lauren name is not associated with it, the images are very similar. The price point is higher than JCPenney's other private-label brands, so it may give customers a new reason to shop for new things.

*Do you think it will be successful?*

Yes, I think that it will be successful, because the brand is well positioned in a company that has high aspirations. The JCPenney's trend is cool, and the American Living brand will give shoppers a reason to shop at JCPenney's and discover the rejuvenation.

*Would you buy it?*
Yes, I would buy American Living clothing because it is a better price point than other Ralph Lauren brands but still has the same image and appeal.
No, no one knows that the American Living brand is Ralph Lauren, so why would I pay a higher price for JCPenney’s clothing?

**Fighting Knockoffs and Counterfeits**

*Use with Chapter 7, Retail Locations, Chapter 14, Buying Merchandise*


Counterfeit and knockoff merchandise is a growing and global problem. For major brands like Nike, The North Face, and Prada, counterfeiting causes worldwide losses of up to $600 billion per year.

But it is not just big names that suffer; 40 percent of 164 multinational companies, members of the Quality Brand Protection group, that operate in China say counterfeiting has gone unchanged in 2006, whereas 30 percent say the situation has gotten worse. Because brands have not been successful in combating the problem, they are now considering holding landlords of shopping centers or organizers of flea markets that sell counterfeit merchandise responsible.

Knockoffs and counterfeits exist in so many places that sometimes consumers just become accustomed to them. New York City’s Canal Street and Beijing’s Silk Market are well known for their fake merchandise. Even kiosks in malls carry such merchandise, right out in the open. In China, brand theft has become almost part of the culture. Entire Chinese cities, such as Guangzhou and Yiwu, produce knockoffs and export them throughout the world. Local cities might check a company’s name, but if it does not exist in the local registry, they may not even know the brand.

In Shanghai, for example, a coffee shop called “Starbucks” used the Chinese coffee logo, Xin Ba Ke, a steaming coffee cup, instead of a mermaid logo. This coffee shop thus had stolen two trademarks from two different, and internationally successful, companies.

Fighting against counterfeits is both difficult and expensive, and more fakes pop up in place of any that are put out of business. The idea of making the landlords responsible provides one way brands might start to control fake products. If the merchant does not have a license, contract, or space to sell, it must cease to exist. Landlords must take this threat seriously, because they become responsible for counterfeit products, such as counterfeit prescription drugs or children’s jewelry that had not been tested for lead.

**Discussion Questions:**

**Why are brand thieves difficult to control?**

*Brand thieves are difficult to control because there are entire cities that make a living based on the production of counterfeit products. Even though a lawsuit may punish one brand thief, many more are likely to pop up soon after.*

**Why do companies make knockoff products or counterfeit goods?**

*Companies make fake products because the product name already has brand equity, so they are likely to succeed with minimal marketing costs.*
Starbucks Closed for Training

Use with Chapter 9, Human Resource Management, Chapter 19, Customer Service


Starbucks closed all of its stores in the chain at 5:30pm for 3 hours to reiterate the values and procedures that the company stands for. In recent times, Starbucks has become a convenient fast food retailer and therefore have been competing with Dunkin Donuts and even McDonalds.

Starbucks is refocusing its efforts on the coffee drinking experience. All of the employees watched a video of the company’s CEO, Howard Schultz, addressing the employees. The espresso needs to be dispensed into a shot glass, not the actual cup. The color of each shot needs to be inspected and the steamed milk needs to be particular as well. It is important for the milk to be aerated otherwise it will not be sweet, therefore waiting before combining the milk and the espresso.

Last year the chain introduced breakfast sandwiches that took 1 minute to warm in an oven. The chain also announced officially that this will be phased out by September of 2008 because of the odor that it gives off. Customers need to be able to smell the coffee and have the comprehensive experience without tainting it with other fragrances.

Mr. Schultz wants to reinforce the passion and commitment that the company has to its customers. The customer deserves the highest quality product and personalized service. The meticulous making of a drink makes the customer feel special. When a customer sees a carton of milk come out of the fridge, it makes the customer feel like they are paying a lot of money for some milk.

Starbucks created the specialty coffee shop industry and therefore experienced great profits. Now that sales have curbed off, is it because the novelty of the concept is no longer new? Many customers just want good coffee fast, and the breakfast sandwiches were an added benefit and grabbed some of the Dunkin Donuts crowd. By slowing down the coffee making process, it is not going to make customers feel like they are getting a better experience.

Discussion Questions:

Why did Starbucks close its stores?

Starbucks wanted to close its stores to reinforce the company’s values and train the employees to be more customer focused.

Will the new Starbucks movement be successful?

Yes, the new Starbucks movement will help to differentiate them from the other specialty coffee shops to regain market share.

No, the new Starbucks movement is stepping backwards in progress. The breakfast sandwiches were great, and the fast coffee was great. Starbucks has a better product than other coffee shops, so slowing down the process and eliminating food seem like it is not the right move for the company.

Saks Fifth Avenue Introduces First WebLOG or Online Catalog
Use with Chapter 3, Multichannel Retailing, Chapter 18, Store Layout, Design, and Visual Merchandising


Saks introduced the industry’s first ever fashion catalog—sort of—on its Web site this month. Unlike other company sites that enable consumers to browse through catalogs online, the Saks webLOG is actually a video catalog.

The intent is to revive the outdated catalog medium with a webLOG that appears more like interactive TV. At the moment, the webLOG features 17 looks, put together in conjunction with Saks vendors. Each of the looks includes a short video clip of a model moving to music in the background while a narrator describes the products. In each scene, the customer can click through and purchase the product, including contemporary ready-to-wear designer dresses with fine shoes and bags—Saks’ three best-selling departments.

Virtually all Saks shoppers have broadband access, so the company predicts it is in the correct media environment. In the downturned economy, many retailers, even in the luxury category, have struggled, but Saks has managed to maintain its strong same-store results.

Furthermore, the retailer’s “Want It!” campaign tailors the assortment to a customer by noting the season’s essentials and key trends. The webLOG encompasses the same idea: Showcase must-haves rather than a sprawl of everything available at Saks. A Nanette Lepore dress appears modeled with a Jimmy Choo clutch and Christian Louboutin pumps, emphasizing the hottest items for the season.

Although the video catalog currently is not interactive, but rather more comparable to something a consumer might see on QVC, Saks has been an early mover in the online video market, even offering highlights from Fashion Week and each designer show.

Discussion Questions:

Why did Saks make an online video catalog?

Saks made an online video catalog because direct mail catalog sales have been on the decline. Online shopping has become much more popular. Although catalog shopping seems to be something out of the past, its revival into a video catalog could mean better results for the retailer.

Is 17 looks really enough merchandise to showcase the retailer and its merchandise?

Although a 17-page catalog for a major department store seems minimal, it is enough for a consumer to handle at one time. Customers might become side-tracked before they can even view all of the looks or click through to whole Web site to check out other items by a particular designer. The idea of offering only a few looks may keep the customer’s attention better and help focus on the hot trends for the season.

Southwest Airlines Changes its Target

Use with Chapter 4, Consumer Buying Behavior, Chapter 5, Retail Market Strategy

Gas prices have pinched the airlines, caused higher ticket prices, and prompted fewer customers to fly. JetBlue and Southwest Airlines, both known for their low fares, thus face the prospect of changing their models. They are coming to recognize that they must appeal to business travelers who are not as sensitive to the prices of the tickets.

JetBlue started offering a refundable fare for business travelers, when it typically charges $25 to make any change, because it discovered that business travelers simply will not fly with airlines that do not allow them to make changes without extra charges. In addition, the airline is canceling flights to leisure spots such as Las Vegas and adding flights that would be useful to business travelers, like Denver.

Southwest Airlines has begun offering an alternative to its signature seating methods. By introducing a Business Select seating section, with work desks and power outlets, the airline appeals to business travelers who prefer assigned seats rather struggling through a “cattle call” to get on the plane. These Business Select tickets allow customers to board the plane before the rest of the passengers, provide them with a free cocktail, and earn them extra frequent flier credits. They also cost $30–50 more per trip.

Southwest Airlines has always been an attractive way for business travelers to fly, because it is known for its on-time service and refundable fares. Southwest may be making its flights even more attractive to business travelers, but not all business customers have the flexibility to switch from one airline to another. For example, if a company flies its employees on a particular airline, and the customer already has loyalty points with another airline, it will be nearly impossible to gain that customer.

**Discussion Questions:**

**How is Southwest changing to appeal to a different target market?**

*Southwest is offering a new section of seats called Business Select, which offer power outlets and desk tables. It allows customers who pay extra to board the plane first, receive a complementary cocktail, and earn extra frequent flyer credits.*

**Do you think that business travelers will switch to Southwest Airlines based on these changes?**

*For business travelers that are sensitive to the price of airline tickets, rather than strictly staying loyal to the companies with which they have earned their frequent flyer miles, the offers should be appealing enough to make them switch. For others though, the changes will not be enough to offset the switching costs associated with changing airlines.*

**Envisioning LensCrafters’ Appeal in China**

*Use with Chapter 5, “Retail Market Strategy”*


Compared with Americans, Chinese consumers take a very different perspective on eyeglasses: Why spend money on eyes? Most Chinese appear unaware that poor quality eyeglasses can damage people’s eyes, including inducing glaucoma. Up to 70 percent of consumers aged 16–18 years in China are nearsighted, and this number seems likely to grow if they fail to make a lifestyle change that extends their belief in good health to their eyes as well.
In the underdeveloped eyewear category in China, companies entering the market, such as LensCrafters, a member of the Luxottica Group, must first educate customers about the importance of quality eyewear. The initial marketing campaigns therefore focus on the quality of the eyewear, as well as discount opportunities.

Glasses from LensCrafters cost about $280, or 2,000 yuan, which is more than double the average urban household’s monthly salary. Whereas middle-class Chinese consumers might purchase prescription, fitted glasses, most others visit flea or wholesale markets that advertise the lowest prices. To appeal to these bargain hunters, LensCrafters displays its glasses on shelves for customers to try on, similar to the accessibility they would get in a local flea market. Sales associates also recommend regular eye checkups to induce customers to return to the stores.

If it can make consumers happy with their eyeglasses, LensCrafters also can sell them sunglasses to protect their eyes against the sun. Another marketing tactic relies on promoting sunglasses as a must-have fashion item. The company encourages celebrities to wear its glasses at public events, like movie premieres, in a promotional effort known as celebrity seeding.

In the transitioning economy of China, many consumers are drawn to nice things, especially designer clothes and handbags. But without knowledge about the health benefits of eyewear, they see no real reason to pay a lot of money for these items. If and when eyeglass companies can convince them of the necessary benefits, it may become commonplace or even fashionable for Chinese consumers to take care of their eyes as well.

**Discussion Questions:**

**What challenges face LensCrafters if it hopes to succeed in China?**

*Primarily, LensCrafters must educate its customers about the health benefits of high-quality eyeglasses and sunglasses. Once it does so, it can start appealing to consumers’ fashion sense to help them relate to the products.*

**How is the company overcoming those challenges?**

*LensCrafters has set up its stores so that people can easily try on the glasses. Its marketing campaign and salespeople work to educate customers about how quality eyeglasses benefit them. The company is also encouraging celebrities to wear its glasses at public events to display their fashionable appeal.*

**Does David’s Bridal have a Sustainable Competitive Advantage**

*Use with Chapter 5, Retail Market Strategy.*


David’s Bridal has become a popular place to buy anything related to a wedding. The big box retailer offers low priced bridal gowns from $99 to $1500. The stores are 8,000 to 12,000 square feet with about 288 locations throughout the country.

Before their entrance into the market in the 1960s, the bridal industry was dominated by specialty boutiques that were also higher priced because of the services that they offered. The main goal of the big box retailer was to offer budget conscious products for customers that did not want to pay extravagant prices for service.
During the last 50 years its model has not changed. Wedding gowns have not really changed in style too much, and customers are guaranteed to keep coming every year. The company advertises low prices and with its big-box platform among other value-oriented retailers, customers know that they can get great value for their money.

The chain has consistently delivered 30% of the gowns for the weddings in the U.S. for average prices between $299 and $699. However average cost of a wedding has increased to $27,852, or 48% from 1999, and the average bride’s age has also increased to 27 for a bride and 29 for a groom. These customers increasingly want to spend more money on their wedding.

David’s Bridal also owns a higher end chain called Priscilla of Boston that has dresses that cost between $1000 and $1500. While it may be beneficial for David’s Bridal to increased the price and quality of its gowns, it does not want to enter the boutique price range where it cannot replicate the specialized service.

In the next few years, 80 million echo boomers will be reaching marriage age or those born between 1980 and 1985. This will increase the number of weddings from the current 2.3 million per year. This market segment is brand oriented and are asking for more services than previous generations.

Discussion Questions:

Describe David's Bridal's target market?

David’s Bridal's target market are younger brides that are price sensitive and willing to forgo extra services for a lower price.

What is its retail format?

David’s Bridal sells everything related to a wedding in a big-box format.

What is its sustainable competitive advantage?

The big box retailer competes on price and the convenience of being a one-stop shopping experience. As long as customers continue to be price sensitive when it comes to their wedding, David’s will maintain its competitive advantage. If customers decide that they want to spend more on services, a boutique will be a better option for them than David’s Bridal.

The Internet in Foreign Markets

Use with Chapter 5, “Retail Market Strategy”


With slow economic times in the United States and a weakening dollar, American companies are looking abroad for increased revenue opportunities. Large companies such as Bluefly.com and Abercrombie & Fitch already have Web sites accessible to foreign markets.

Saks Fifth Avenue and Neiman Marcus started shipping orders to Canada; others such as Blue Nile ship to a wide variety of European countries and the Asia-Pacific region. Foreign shoppers have been lured to shop with American companies because of the favorable currency exchange
rate, which leads foreign customers of Saks Fifth Avenue to spend 20–30 percent more per order than typical U.S. customers.

Web sites also offer a less costly way to build brands in foreign countries compared with building stores, which requires enormous capital investments and more risk. However, Web sites do not offer foreign shoppers just wine and roses. Shipping costs are significant, and buyers must pay hefty import taxes, depending on the item and its price. Some companies are considering the possibility of building distribution centers in certain foreign countries, according to where the bulk of foreign online sales occur. Such an expansion would lower some costs for foreign consumers on a per transaction basis.

Although Web sites expand their global presence, retailers also face some challenges, including the requirement that they process foreign currencies, provide merchandise that appeals to foreign tastes, and manage returned goods from around the world. Many companies have built separate Web sites to appeal to the variety in foreign tastes; Amazon.com offers separate sites for the United Kingdom, Germany, Japan, France, and China. Neiman Marcus and other companies that sell high-end, designer brands must receive permission from already global brands, like Gucci and Chanel, to extend their distribution rights.

Selling to a foreign market offers multiple advantages but also requires a proper execution that differs from selling in the United States. For example, Abercrombie & Fitch avoids selling to foreign markets through its Web site, but it opened a store on London’s Saville Row, increasing its European brand equity, which in turn may create a greater demand for Abercrombie-logoed products online.

**Discussion Questions:**

**Which retailers are pursuing international customers?**

*Bluefly.com, Abercrombie & Fitch, Saks Fifth Avenue, Neiman Marcus, and more.*

**Why are these retailers going for the international customer?**

*Many foreign customers are not as sensitive to the economic slowdown in the United States or even may be benefitting from it in the form of more generous exchange rates; the dollar is considerably weaker than the currencies of various other countries. Retailers such as Abercrombie & Fitch know that their products are highly sought after in foreign markets but only accessible to travelers to the United States.*

**What are the challenges in servicing international customers?**

*The retailer must be able to handle foreign currencies, translate its Web site or other communications into the proper language, offer merchandise that matches foreign tastes, disclose extra shipping and import duties to its customers, establish a means to accept return goods from foreign countries, and figure out when it will need to open a distribution center or new store to support growing demand.*

**Superstore Interactive Concept**

*Use with Chapter 18, Store Layout, Design, and Visual Merchandising, Chapter 19, Customer Service*

A new, interactive, superstore concept opening in a lifestyle center in Kansas City, Deegie’s Carma is designed for a younger demographic that is entrenched in the MySpace environment. The store aims to provide an unmatched customer experience featuring great architecture, music, art, food, and fashion.

At 15,000 square feet, the store provides a café located on a platform at the center of the store, a full-service salon, and sophisticated but casual fashion clothing. To alter the face of clothes shopping for 18- to 28-year-old consumers, Deegie’s Carma provides a multidimensional, experiential approach with a new way to shop. Younger customers may want to buy something dressy, but at traditional retailers, their casual clothing may keep them from getting good service. A sweatpant-wearing customer is assumed to be a sweatpant-only customer, whereas a customer wearing a suit seems a sophisticated shopper. For many younger consumers, this superficial assessment just is not true!

Sales associates, called stylists, are trained to talk about upcoming events, salon packages, and clothing dressing. All aspects of the store will enhance the brand’s image. Unlike the Macy’s café, which seems like a separate entity from Macy’s stores, Deegie’s café platform provides a site for trunk shows and events by clothing designers. The shows will broadcast simultaneously on the store’s Web site.

Even in an unpretentious atmosphere, the services on offer are not the norm for the 20s crowd. The goal is to avoid stereotyping any customer and thereby allow each to find his or her own look—beyond just the product they are buying. Colette in Paris or Kitson in Los Angeles similarly host art openings, literary readings, and a water bar.

Deegie’s Carma plans new openings in Sparks Marina, Nevada, as well as 20 other markets, in which it will search for lifestyle centers or revitalized downtown areas. Deegie’s also will vary its store sizes, starting at 5,000 square feet if the stores do not contain a café or salon.

**Discussion Questions:**

**What is the target market for Deegie’s Carma?**

*Deegie’s Carma is targeting customers aged 18–28 years. It offers various products and services to avoid stereotyping their customers as just one type. It will cater to all individual styles.*

**What services is the retailer offering?**

*Deegie’s will host events and trunk show with designers that also will be broadcast on its Web site. In addition, the salon services and café at the center adds to the total experience.*

**Will OfficeMax Make You Dance?**

*Use with Chapter 16, Retail Communication Mix*


The office supply business is very crowded, with not a lot of differentiation or brand preference. The large office retailers—OfficeMax, Office Depot, and Staples—earn only 13 percent of the workplace supply market; Wal-Mart, Sam’s Club, Costco, pharmacies, and electronics stores compete too and take a significant share of the market.

In 2006, OfficeMax decided to try to stand out to customers as it approached the holiday season. It signed Toy New York, known for its engaging ads, to design 20 viral Web sites that office
workers could share. Toy New York in turn hired RVB, a viral marketing company whose clients include the illusionist Criss Angel and Microsoft. The campaign found a very short dancer on craigslist and put him in an elf costume, then filmed him responding to shouted requests, such as “Macarena” or “moon walk!” The company then set up a toll-free phone number that visitors could use to record a message that got transformed to sound like an elf’s voice. Lastly, visitors could upload their own faces and paste them onto the dancing elf.

A link to the Web site was e-mailed to friends and families and OfficeMax’s thousands of employees. It could not be viral unless consumers liked it, wanted to engage with it, and would share it with others. And the elf campaign was indeed a viral success, with more than 36 million visitors and more than 11 million elves created. Good Morning America and other programs even used the program to “elf” their on-air personalities.

In 2007, OfficeMax expanded the elf campaign into four dances, prompting 193 million visits and the creation of 123 million new elves. The site ranked among the 1,000 most popular in 50 countries. OfficeMax even took out an ad in The Wall Street Journal to apologize to corporate America for the loss of productivity caused by the dancing elves.

The results of the campaign showed that more than one-third of those who visited the sire were influenced to shop at OfficeMax. Another one-third said the campaign improved their perceptions of the retailer. Ninety-five percent said that they would visit the elf Web site again in 2008. The viral campaign thus was able to connect people and customers online to create dialogue rather than monologue, in OfficeMax’s terminology. In the process, the company built its brand and created a piggy-back campaign that customers will await each year.

**Discussion Questions:**

**Why did OfficeMax choose to use a viral campaign?**

*OfficeMax chose to have a viral campaign because in both retail and wholesale markets, its products are very similar to those of its competitors, so it is difficult to differentiate itself on the basis of actual merchandise. With a viral campaign, OfficeMax could engage its customers to have fun with the brand. Although the campaign may not have direct or immediate sales results, its long-term brand awareness should improve.*

**In 2008, is the viral “elf” campaign likely to be successful, or have customers already seen enough in 2006 and 2007?**

*The year 2008 is likely to bring even more visitors than 2007 did. Its existing viewers will await the campaign to see more hilarious entertainment and then send it to even more of their friends. OfficeMax has the opportunity to strike it big with a media campaign for which its customers already are ready. By year three, the elf could become a recognizable symbol of OfficeMax.*