

marketing solutions

Autumn 2007

Meet America's New Brand Manager

Latinos' consumer buying
power is gaining top
brand support



Valassis

Corner OFFICE Conversations

Interviews with Industry Leaders



In this issue of *Corner Office Conversations*, our series of interviews with leaders in the world of marketing and advertising, Colleen Pham speaks with Antony Young, President of Optimedia US.

Antony began his 20 year advertising career with Publicis Groupe in New Zealand working for Saatchi & Saatchi. In 1995 he relocated to Hong Kong as Saatchi & Saatchi Asia's regional head of media. In 1996 he was appointed as chief executive of Zenith Media launching the network across the region. He later expanded his responsibilities to oversee the group's Optimedia Asia network. In 2003, Antony transferred to London as CEO ZenithOptimedia UK Group. In July 2006, he relocated to New York to take on the role of President Optimedia US.

As a planner, Antony has been responsible for developing strategy and executing media campaigns across 16 different countries on some of the best global brands which include Sony, Coca-Cola, McDonald's, Nokia, Procter & Gamble and Toyota.

Under his leadership, Zenith Media Asia established China's #1 agency; twice won "Media Agency of the Year" and claimed Asia's first ever Cannes Media Gold Lion. On his arrival to the UK, he was instrumental in establishing the agency's proposition "The ROI Agency"... shifting the agency's focus towards driving business results. On the back of this re-positioning, the agency picked up assignments for P&G, L'Oreal and UIP (the combined marketing operation for Paramount and Universal pictures).

Antony is leading Optimedia US's agenda to elevate strategy and integration for its clients.

He has also co-founded his own digital marketing specialist network and has co-written a book on marketing communications.

? PHAM: Optimedia has repositioned itself as a strategic planning agency; can you tell us more about your new positioning?

! YOUNG: We're taking integrated communications planning, ICP, to our clients and saying, "let's figure out a different way of working" and the response has been overwhelmingly positive.

Our approach to ICP is underpinned by our process we call OPEN. It is a framework that encourages consumer facing, rather than media facing, plans and buys. OPEN describes our philosophy about developing communication strategies — opening up the consumer, being open to the new, working in an open and collaborative way with our agency partners, and challenging our client to be open to working in a different way.

OPEN is not about suddenly having all the answers. It's more about asking the tougher questions.

? PHAM: What is essential for success with this approach?

! YOUNG: Having an opinion and encouraging intuition. Moving insight ahead of analysis is challenging us to go beyond media's traditional territory. We are learning to put a premium on the big strategic thought instead of just going straight into activation and execution. It's fun and interesting. However, it is requiring us to un-learn a lot of what we've done in the past.

PHAM: Do you find that your approach attracts certain categories or verticals?

YOUNG: For clients like Nestlé, we've encouraged point of sale solutions ahead of broadcast television. Recently, for T-Mobile we recommended NOT doing advertising at all.

YOUNG: Our experience is that it works incredibly well *with heads trying to get to #1. Or brands that don't* have the resources of bigger spending establishment brands, are determined to project significantly above their share of voice and are prepared to act like a challenger.

PHAM: You have indicated that resonating with consumers is essential — how is your agency doing this today?

PHAM: What do you think the degree of acceptance of true communication planning is in the US marketplace?

YOUNG: The shift we are making is to move away from being in the business of delivering messages to audiences,

YOUNG: I have not yet had a client come to me demanding the agency needs to deliver communication planning. I'm not sure if many clients (or agency people for that matter) could even describe what communication planning is.

OPEN is not about suddenly having all the answers. It's more about asking the tougher questions

to being an agency centered on how consumers receive that communication. A great example of this is with Ambien CR, where we have prioritized our media buying against the points where consumers are most receptive to sleep messaging (e.g., 1am-3am time slots, Sunday nights before the work week and daylight saving weekend). We are also investing more in tools that help us to buy media in editorial with higher commercial attention.

However, just about every client is articulating an issue or need that we believe our take on ICP (integrated communication planning) can address.

Common challenges being thrown at us by marketers include:

PHAM: In your book "Profitable Marketing Communications" you share the concept of how investment disciplines, theories and strategies should be incorporated into marketing practices to deliver the strongest potential ROI. Can you provide an example of how brands, agencies and their vendor partners might incorporate the concept into their practices?

- Don't just give me an interactive plan; tell me how digital actually fits into my overall strategy and how I should allocate my budget between digital and traditional media vehicles.
- How do I build more innovation into my advertising programs?
- The need to integrate efforts across trade marketing, sponsorship, advertising, digital and CRM activity.
- What can we do to get a more joined-up approach between our media and creative agency?
- Should we advertise at all?

We're finding that it's these type of questions that traditional agency planning isn't responding to very well.

YOUNG: Smart investors understand how to manage risk. When managing an investment portfolio, this will include investing into areas that can be higher risk, but potentially deliver much higher returns. In the book, we advocate that if companies are to grow, they need to build budgets to test these higher risk/higher return opportunities into their marketing portfolio. Agencies need to encourage testing with clear measurement to gauge success or failure of these test investments. And vendors can help by building research to prove effectiveness not eyeballs.

PHAM: Since you examine above- and below-the-line activity, do you ever recommend traditional below-the-line vehicles to achieve above-the-line objectives?

PHAM: What's the biggest misconception about ROI?

YOUNG: Too often marketers, agencies and vendors refer to ROI as a substitute for metrics. In our view, ROI is actually about return on an investment. That investment is marketing

funds and the return is profitable growth. Marketing ROI is not just about metrics, econometric modeling or success/failure... it is a mind set of managing marketing that drives the bottom line.

PHAM: From your global experience, what is the one approach or philosophy that the US marketplace should embrace, but hasn't?

YOUNG: The biggest theme coming from abroad is the breakdown of marketing silos. Agencies are learning to think, operate and collaborate across media platforms. The places that have no problem with this are the emerging markets where the industry is young and is structured to this new no-boundaries world. They are unencumbered by "how it's always been".

PHAM: What makes an idea great?

YOUNG: That's a tough question. At Optimedia we are trying to focus on big communication ideas and go beyond tactical ideas. Concentrating on fewer, bigger and better ideas is a start.

PHAM: If you could work in any other field what would it be?

YOUNG: I'd be fascinated to work in politics. The way that branding, media and personal selling comes together in must-win results appeals to me both intellectually and professionally. ❖

Antony was interviewed by Colleen Pham, Sr. Marketing Manager, Advertising at Valassis.

In Case You Missed It...

Check out articles with other industry leaders in previous issues of *Marketing Solutions*. Just visit www.valassis.com and click on "Marketing Solutions Magazine" under the Industry Insights box. From here, you can view archived issues of the entire magazine, or zero in on just the articles you need.



Corner Office Conversations: Jay Farrell, CEO of OgilvyAction in North America, talks about how the through-the-line marketing services agency is focused on driving brand sales and building brand equity for their clients.

Other articles of interest: A look back at how far we've come online, trends affecting promotions in Europe & North America, electronic invoicing and the coupon redemption game.



Corner Office Conversations: Ad Age Group Publisher, Scott Donaton, shares his thoughts and observations on what he's seeing in the marketplace.

Other articles include: Highlights from In-Store Marketing, 5 Trends we looked for in 2007 and an educational piece on understanding the ins and outs of subcontracting coupon processing.

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Meet America's New Brand Manager

Latinos' consumer buying power is gaining top brand support

By Jackie Berg



Hispanic consumers are poised to become America's most influential brand managers, according to industry experts.

"The impressive and sustaining growth of the U.S. Hispanic population, and its estimated \$1 trillion in purchasing power, has taken Latinos from being a niche market — pursued by select category leaders interested in realizing incremental sales volume — to a highly-coveted consumer segment whose loyalty is necessary for survival in the 21st Century," states Daisy Expósito-Ulla, Chairman and CEO of d expósito & Partners, a Hispanic market industry icon and innovator.

"Not only has it provoked more marketers to pursue our markets," notes Expósito-Ulla, "it requires a more sophisticated, comprehensive approach when going to market."

Explosive Disposable Income Growth

The Hispanic market, one of the fastest growing population segments within the U.S., is gaining the attention of America's C-level officers. The reason is clear.

Hispanic disposable income is up 29% since 2001, over two times the growth among the general U.S. consumer, according to ACNielsen Consumer Segmentation & Targeting Director Kylee Hall.

"Economists are predicting that the Hispanic population boom of the first 20 years of the 2000s will have the same magnitude of impact to the U.S. consumer marketplace as the Baby Boom of the 1950s and '60s," says Hall.¹

CPGs on Board

Such growth has not escaped the notice of newly appointed General Mills CEO Kendall Powell, who made a bold statement to company employees and shareholders in his mandate announcing the company's commitment to increase marketing to Hispanic consumers.²

General Mills recently relaunched its Hispanic Lifestyle Magazine *Que Rica Vida* and supports high touch consumer outreach efforts like its goodie bag and sample distribution campaign in California and Southwest states.³

Similarly, marketing behemoth Unilever launched *ViveMejor*, a major digital print, TV and retail Hispanic marketing program, which includes quarterly magazine distribution of its *ViveMejor* magazine at Wal-Mart, HEB, PathMark, Food4Less and Sedanos chains.³

The effort marks a continued increase in support for Hispanic marketing for Unilever, which last year boosted ad spending by 47%, and expects to increase spending again behind *ViveMejor*, according to Ad Age reports.⁴

L'Oreal, the number two spender in U.S. Hispanic media in 2006, according to *HispanicMarketWeekly*, also boosted its investment by roughly 14 percent to \$17.4 million. Lancome and Maybelline are among heavily promoted brands slated for future expansion.

Explosive Growth

Nearly 12 million households, that's one in every 10, are Hispanic. By 2020, that number will jump to one in every five, according to the U.S. Census Bureau.

Hispanics accounted for half the U.S. Population growth in 2006 and represent the fastest growing consumer youth segment nationally. Sixty percent of the Hispanic market is below the age of 30 and almost twice as likely to live in households of four or more people.¹

Children dominate

More than 53% of Hispanic households have children living at home, which is 66% higher than the general U.S. population.⁵

“Companies that grasp the cultural nuances of this population and the resulting opportunities have the potential to be next generation business leaders with a very loyal brand following,” says Lizbeth Ardisana, a Hispanic-owned marketing services provider.

	Hispanic Consumers	U.S. Population
Median Adult Age	38	48
Median HH Income	\$34,000	\$48,000
Average HH Size	3.1	2.3
% Children at Home	57%	36%
% High School Graduate	64%	84%
% College Graduate or Higher	12%	25%
Homeownership	48%	67%

Cohart, Neilson and Simmons Market Research

Though some companies are aggressively marketing to the Hispanic audience, the majority don't fully understand the viability of the nation's Latino population.

“Most organizations don't know where to start in order to appropriately target the Hispanic market. At ASG Renaissance, we recommend retail tie-ins that recognize Hispanic shopping patterns,” Ardisana states.

Retailers Gain Hold

Some national retailers, like Albertsons, have been quick to take hold of these trends, opening ethnically-oriented Super Saver stores featuring expanded lines of fresh fruits and vegetables, bilingual signage and, in Albertson's case, 80% bilingual employees.

Is it working?

Sales are 20% higher at these locations than former general market footprints, according to Drug Store News.⁶

Like Publix Sabor (meaning flavor in English), stores are outperforming general market stores. New American Dimensions, a Los Angeles-based ethnic marketing firm reports that, in Miami, 32% of unacculturated Latinos shop at Publix.

HEB reigns in Dallas markets according to New American Dimensions, which reports the retail giant attracts 88% of San Antonio's unacculturated shoppers.

“About ten years ago, we saw retail chains beginning to realize the need to improve the Hispanic consumer's shopping experience,” says Expósito-Ulla. “The first steps for many were to hire more Spanish-speaking staff, add bilingual signage and expand their offering to include products that appeal to Hispanics. Now, we're beginning to see increased shopper marketing to deliver messages where the purchase decisions are being made.”

Consumer response rates will continue to increase in concert with the integration of higher touch consumer outreach campaigns, according to Promotional Management Group, Inc. (PMG), a full service below-the-line retail and entertainment firm specializing in Hispanic consumer promotions at the point-of-purchase.

Indeed, PMG reports that the combination of themed Hispanic in-store experiences with retail and CPG companies have resulted in double digit category sales lifts (above static demonstrations).

The Freedom of Free Standing Inserts (FSIs)

The Free Standing Insert (FSI), a long-standing staple among CPG manufacturers, is gaining attention with manufacturers interested in cost-effectively capturing Hispanic consumer loyalty and retail tie-ins, according to Ethnic Print Media Group Vice President Trevor Hansen, a San Diego-based ethnic media specialty firm.

According to research by the Newspaper Association of America, 83% of Hispanic adults use newspaper inserts (preprints or Free Standing Inserts).⁷

Shopping – A Family Affair

For Hispanic consumers, shopping can be a family affair, an outing for all ages from abuelos (grandparents) to niños (children). Family-friendly environments and reverence to extended elders help generate loyalty and repeat patronage.

- 50% of Hispanic Shoppers prepare and stick to a grocery list.

ACNielsen 2006

- Hispanics spend 46% more than the typical American consumer on groceries.

Source: FMI 2005

- Hispanics make an average 26 grocery trips per month, three times more than the average of the general U.S. shopper.

Source: FMI 2005

- Hispanic households spend an average of \$133 per week on groceries – significantly higher than \$92.50 per week for shoppers of other ethnic groups.

Source: FMI 2005

- Hispanic shoppers budget more often than other market segments. The majority (62%) plan their trip before preparing a shopping list and by looking at weekly circulars and advertisements for specials and comparing prices at different stores.

Source: 2005 El Mercado Report

Traditionally FSIs — a four-color, multipege magazine which features promotional coupons and advertising to consumers — are used as pure traffic drivers. But they are capable of more.

Coupons are not common in many Latin American cultures, according to Hansen, who recommends that advertisers should use coupon-oriented vehicles like the FSI as a branding tool, in addition to a traffic driver.

“FSIs offer great call-to-action, but they also work well for branding because you have image and price point, reinforcing one another. Driving sales is primary, but the FSI is also an under-appreciated form of branding,” Hansen states.

Savvy marketing companies like EPMG and ASG Renaissance are vesting in efforts to morph the FSI into a more blended product, representing a

cross-over between a ROP and traditional coupon advertisement.

“We are creating stickier products that clearly express understanding of cultural values and, as important, have immediate pick-up appeal. The new Hispanic FSI will surprise some customers,” says Ardisana. “We are truly leveraging the value of the FSI’s surcharge free environment, which is less restrictive than its general market counterpart, to offer brand-appropriate positioning in a editorial format alongside traditional FSI promotions.”

“Our ultimate aim is better position brands with retail locations by showing Hispanic consumers how featured products improve their everyday lives,” Ardisana concludes.

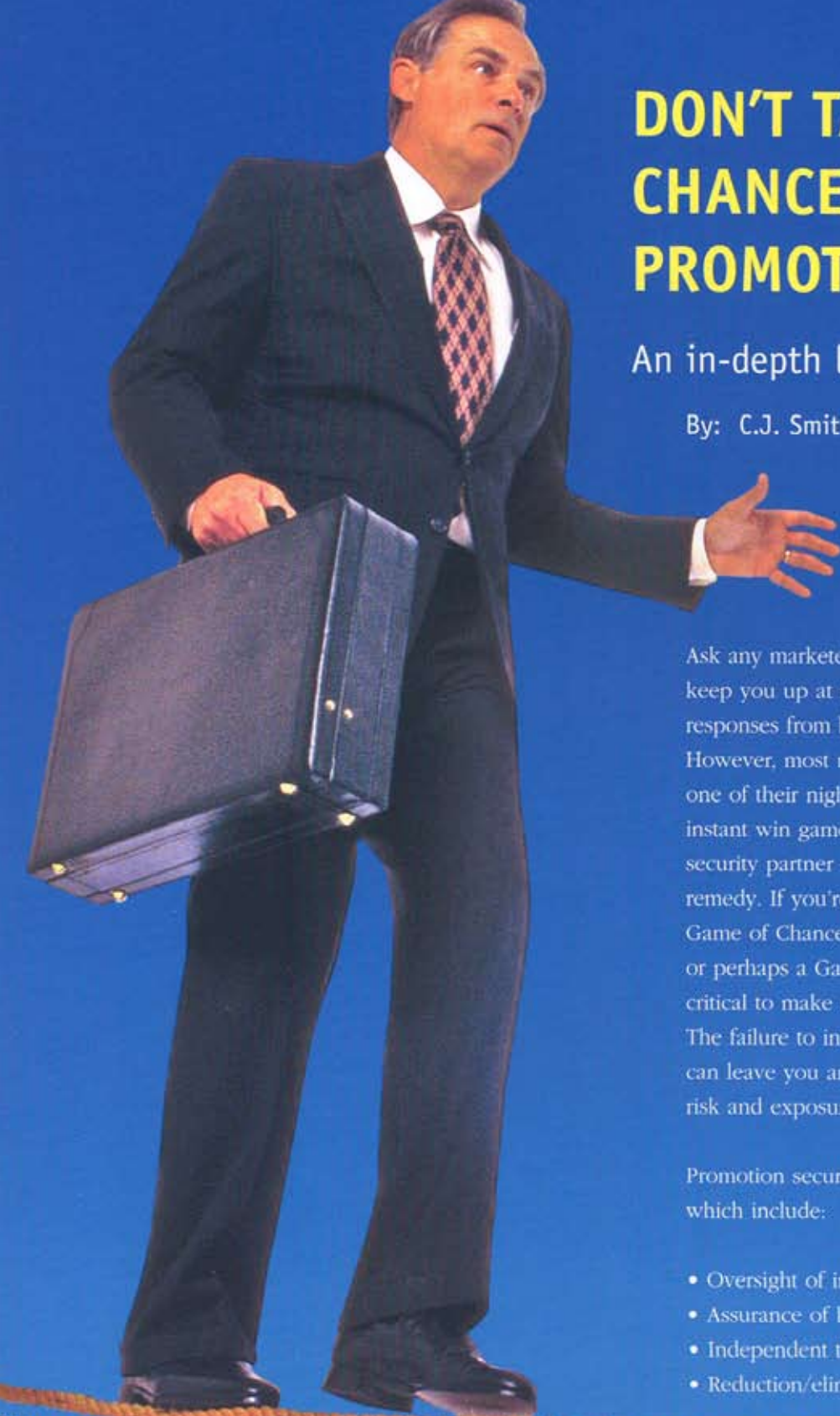
The days of putting a bilingual label on packaging, translating a general market ad campaign to Spanish language, or dedicating half of a store aisle to Hispanic brands no longer qualifies as Hispanic marketing.

The New Landscape

“It’s all about consumer engagement,” concludes Ardisana. “The companies that grasp the importance of delivering a culturally relevant and inviting customer experience are clearly growing share.” ❖

Jackie Berg is a recognized ethnic market specialist and is the Hispanic FSI product manager at Valassis. Jackie has owned and operated urban publications, created national award-winning ethnic print magazines, newspaper sections and inserts on behalf of numerous clients and operated an independent ethnic market consulting firm.

1. Consumer Insights Magazine, Summer 2006, The Hispanic Consumer’s Shopping List
2. Wall Street Journal 9.25.07 “General Mills new CEO says company will increase black marketing efforts”
3. HispanicMarketingWeekly 7.31.07
3. Media Post 8.22.07
4. AdAge 5.22.07
5. 2006 Cohorts CEO Scott D. Schroder, Direct Market News
6. Drug Store News
7. Portada February/March 2007



DON'T TAKE CHANCES ON YOUR PROMOTIONAL GAMES

An in-depth look at promotion security

By: C.J. Smith

Ask any marketer, "What business-related concerns keep you up at night?", and you'll get a varying range of responses from budgetary concerns to trade relation issues. However, most marketers would unanimously agree that one of their nightmare scenarios includes a sweepstakes or instant win game that goes bad. Enter your promotion security partner — your proverbial "good night's sleep" remedy. If you're a marketer and you're going to offer a Game of Chance (i.e., sweepstakes or instant win game), or perhaps a Game of Skill (i.e., judged contest), then it's critical to make sure you have promotion security in place. The failure to include promotion security in your promotion can leave you and your organization open to unnecessary risk and exposure.

Promotion security provides many benefits to marketers — which include:

- Oversight of integrity of the game
- Assurance of legal compliance
- Independent third-party control
- Reduction/elimination of risk and exposure

Instant Winner • Sweepstakes • Prize Fulfillment • Promotion Security • Official Rules • Legal Compliance Requirements • Prize Verification

A provider will add value to your promotion from the outset of the planning process by advising you on vulnerabilities that may exist in your promotion, which could be exploited by unscrupulous individuals. A good

promotion security partner will also be able to advise you on evolving laws and regulations which govern games in the states where your promotion will be offered. Additionally, as an independent third party, your promotion security partner can offer an objective and unbiased perspective when handling random seeding and/or random drawings. Together, these services add up to peace-of-mind for a marketer as promotion security becomes integrated into the game or contest. Moreover, a reputable promotion security vendor can help a marketer to reduce and/or eliminate risk along the way. This often is accomplished by the promotion security partner through the use of proven, auditable methods and practices, control of winning game pieces, oversight of the destruction of printed waste material used to produce winning game pieces, secure handling of winners, and the execution of background checks on winners claiming high-value prizes.

There has been a migration over recent years for marketers to tap the power of the Internet to promote their products and services. While the Internet has become a great informational tool, marketers have quickly learned that success on the Internet most often begins and ends in the tangible "bricks and mortar" world. Internet promotions and games are fun and engaging — they can even be informative. However, if they're not moving the sales meter in an upward fashion, they're generally missing the mark. Consequently, most marketers have come to recognize the value of a hybrid approach to Internet promotions and games. That is, consumers are called to action to make a purchase of the marketer's product and then are directed to the Internet in order to complete a game play or entry registration. Not surprisingly, promotion security is an integral part of this promotion process. Security of the game, both offline and online, is critical to the success of any promotion. The pillars of promotion security that exist

Promotion security can take on many other forms which may not always be readily considered by marketers. For example, a resourceful promotion security partner can provide services for prize patrols, similar to Publisher's Clearinghouse, for instances when the actual awarding of the prize is the main feature of the promotional event. Additionally, a well-connected promotion security provider can provide promotion event security where celebrities, sports figures, musicians or other high-profile media types may be present to interact with winners of a promotion. In these instances, your promotion security provider can be a liaison with the promotion winners and the celebrity's staff, as well as provide an interface role with local law enforcement for crowd control, traffic management and parking lot security — if necessary.

In short, promotion security is a critical and integral part of any promotion. While it's most often a behind-the-scenes component of a marketer's promotion, it should be one of their first considerations when developing a game or contest. The stakes are high for marketers in today's hyper-competitive marketplace. Savvy marketers know when to take risks and when to neutralize them. In the end, when offering a game or contest, the advantage goes to the marketer with a solid promotion security partner on their side. The promotion security partner can add value in numerous ways. Most importantly, a proven promotion security partner can reduce and/or eliminate risk while assuring the integrity of the promotion is kept intact. This ultimately translates into a sense of "being able to sleep at night" for the marketer. If you're a marketer, you may want to ask yourself, "What keeps me awake at night?" If your reply is "promotion security concerns" — now you know how to rest easy. ❖

ion • Online Promotions • Event Security • Bonding and Registration • Sweepstakes Security • Random Seeding • Game Component

offline are easily translated online so that marketers can rest assured that their games and contests are being offered on the Internet in a legally compliant manner with promotion integrity being fully protected.

C. J. Smith is the Security Services Director for Promotion Watch, Inc., A Valassis Company. Smith provides overall security of Valassis facilities, products and personnel. He also provides security services for game of chance promotions and oversees legal compliance for client's promotions for Promotion Watch, Inc. Since joining Promotion Watch, Inc. in 1996, Smith has become a respected resource in the industry for high tier winner game piece control & handling, on-line/off-line hybrid games, and in-store seeding strategies. He has also developed a solid reputation in consulting on compliance-related issues.



The new iMom Generation is here... are you prepared? *By Phil Lempert*

When the modern mom hits the store, she's looking for convenience, value, safety and quality, says BSM Media, publisher of *Trillion Dollar Moms*. Spending more than \$2.1 trillion annually on consumer goods and services, over 82.5 million U.S. moms represent one of the most sought-after consumer segments.

As a group, U.S. women signify the number three market in the world, with a collective buying power exceeding the economy of Japan. Yet 70% of mothers feel companies are not doing a good job of speaking to them. To better understand this market, DoubleClick Performics, in cooperation with Microsoft and ROI Research, took a look at how moms search for information on a variety of consumer products and services.

Like the buzzword "iMom" implies, tech savvy moms are increasingly using search engines in support of online and offline purchases, to coordinate travel and plan a variety of other mom or family-related activities. Of the nearly 1,000 moms surveyed, 89% say they use the Internet at least twice a day, and 90% have been using it for more than seven years.

Eighty-six percent of respondents said search engines are the most efficient way to find information.

When it comes to consumer packaged goods, 72% of those surveyed went to the Internet to compare prices on those items, and 71% used search engines to find the retail locations that carried the products they wanted. After

seeing an advertisement, 64% of women said they used a search engine to gather more information. If they don't find what they're looking for on the first try, 82% of women will modify and search again. Nearly two-thirds will view multiple results pages before abandoning a search entirely.

"Moms go online daily, and even hourly, as a routine part of their lives. As a retailer, you have to be ready to capture their attention when they start searching for your products," says Stuart Larkins, VP of Search for DoubleClick Performics. "It's imperative for retailers to take advantage of search engines. Make sure the content is out there and visible to the engines, or use paid engines. It's that simple."

Larkins says that retailers can use both natural search optimization (NSO) and paid search engine marketing tactics to better shape online content for iMoms. While search engines present natural results based on algorithm-defined content relevance, sponsored links are paid for each time the consumer clicks on the link. Larkins says both methods are crucial to reaching the majority of women (97%) that say they are the primary grocery shopper in their home.

For example, a recent Kellogg's survey says that 97% of moms are concerned about choosing snacks that are nutritious. Retailers that offer nutritious

snacks can tailor their online content to better represent their product line so that the vast number of moms looking for these types of products can find them.

Case in point – when googling "healthy food store," Whole Foods Market appears as the first natural search engine result. When googling "healthy snacks for kids," Kraft Foods appears as the first paid search engine result. A trip to both sites reveals an abundance of recipe ideas complete with nutritional information. Interesting stories and tidbits also grab the eye.

"Don't just put up nutritional facts," Larkins says. "Write anecdotally and engage consumers. The more helpful and positive content you can provide about your product the better."

And there's no better time to do it than now, Larkins says. Thanks to the ubiquitous nature of online information sharing, blogging has become as common as email. Although a searching mom may find positive reviews on some items, she'll find plenty of negative reviews too. One popular online group, known to Southern California members as "Peachhead," has been known to make or break businesses based on mom musings alone.

"There's a lot of information out there from both good and bad sources. Moms do a lot of research before they commit to buying a product, so you want to make sure your content is clear, easy to find and relevant. You also want your customers, when possible, to get their information from the source," Larkins says.

Muti-channel retailers in particular have much to gain from improving a site's "searchability." The

DoubleClick Performics study found that a majority of moms (70%) are using search engines to do research before they make purchases online. Additionally, more than half of the moms surveyed (57%) say they interact with search engines online before making purchases offline, and 64% use search engines to find out where to purchase products offline.

"We know that a lot of the dollar spending online is generating sales in the retail stores, and improved search engine marketing tactics and measurement have a lot to do with this trend," says Larkins. "Now that we understand our client base better, we can better anticipate their needs." ❖

Phil Lempert is a recognized industry expert on consumer trends, Food Editor for the NBC Today Show and Contributing Editor for Progressive Grocer. Sign up for his free monthly newsletter at www.XtremeRetail23.com. You can reach him at PLempert@supermarketguru.com.



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