Article 1

Marketing in 2012: The End of the Middle?

A new and more segmented American marketplace has risen from the ashes of the recession, prompting some marketplace watchers to proclaim the demise of the middle class—or, at the very least, to call for a new definition of that expansive consumer group. Once marketers' bread and butter, middle-class consumers are being pushed to the periphery of many marketers' targeting strategies as they focus, instead, on a more cut-and-dry division of the socioeconomic spectrum: into the "haves" and "have-nots." Experts predict that this polarized view of the marketplace could prompt many marketers to shift everything from their product portfolios and pricing to their messaging strategies and marketing mixes this year.

CHRISTINE BIRKNER

The Economic Outlook

More sophisticated segmentation practices have been parceling out the once-generic middle-class consumer group for years, but now, from a socioeconomic standpoint, the definition of a middle-class consumer—and particularly his wallet size—is anything but generic, and many successful marketers are taking a high-low approach to their targeting and segmentation practices. "There's been a notion in retailing for a long time that you could do better targeting the top end or the bottom end, and you could get lost if you're in the middle. We're seeing more companies focusing on that notion now than ever before," says Jonathan Asher, senior vice president at Perception Research Services International Inc., a consumer research firm based in Fort Lee, N.J.

Given the years of financial unease that many consumers have experienced since the United States economy faltered, it comes as no surprise that "trading down" has become a central consumer behavior. Although not quite as bleak as they were at the beginning of the recession in late 2007, economic statistics and consumer attitudes remain grim. The United States unemployment rate stood at 8.6 percent in November 2011, according to the United States Bureau of Labor Statistics, and while consumer confidence rose in November entering into the holiday shopping season, the United States Consumer Confidence Index, an economic indicator that measures the degree of optimism that consumers feel about the state of the economy, had declined to 39.8 the month before, a level last seen during the 2007–2009 recession. Consumers' overall optimism about the economy slumped to 23 percent in October 2011, down from 35 percent in March 2011 and 41 percent in September 2009, according to a survey on shopper and consumer insights by global management consulting firm McKinsey & Co. Those results don't bode well for marketers targeting beleaguered consumers in 2012, experts say.

"Consumers are still spending money, but they're not feeling good about it. Prices have been increasing and wages are not increasing. The median family income has also fallen three years in a row and a lot of households have lost their net worth. When people don't have any assets, they pursue less. It's very evident that the middle market is being squeezed," says Chris Christopher, senior principal economist at IHS Inc., an Englewood, Colo.-based global research and consulting company. IHS projects that income inequality will increase in the United States in 2012.

Economic conditions in 2012 will foster a recovery for the upper class in terms of consumer spending, but there will be continued malaise in the middle and lower classes, according to Michael Englund, principal director and chief economist at Boulder, Colo.-based Action Economics, a market analysis firm. "At the low end of income distribution, people dependent on wage income are going to find that labor markets are going to get increasingly dysfunctional. We're not entirely sure the middle class is getting smaller, but what we are finding is people who are depending on wage income can't simply assume ongoing climbs in wage income going forward . . . and they just don't have the income to finance the kind of spending that we've seen in [times of economic] expansion."

Adds Christopher, "We know from economic data that income inequality has increased since the recession hit and that's being reflected in how retailers are approaching things."

Retail and CPG as a Microcosm of the Marketplace

For a barometer of the changing consumer marketplace, look no further than recent moves by Cincinnati-based Procter & Gamble Co. According to *The Wall Street Journal*, P&G expanded its research on low-income households over the past two years and this fall, in response to consumers' needs for lower-cost options, P&G launched bargain-priced Gain dish soap, its first dish soap launch in 38 years. In an attempt to secure the other end of the economic spectrum, P&G introduced higher-priced versions of its Olay and Gillette product lines in 2009 and 2010, respectively. P&G declined to comment for this story.

Shrinking package sizes are another consequence of Americans' shrinking incomes. P&G reduced the size of some Tide laundry detergent packages from 100 oz. to 75 oz., allowing it to sell the smaller package size at under $10 at Wal-Mart compared with $12 for the 100-oz. version, according to *Ad Age*. In October, H.J. Heinz announced plans to produce smaller-sized versions across its product portfolio to target low-income consumers and Coca-Cola introduced 12.5 oz. bottles that sell for less in convenience stores than its 16-and 20-oz. versions.

Consumers still want name-brand products, but they want them for less, says Marshal Cohen, chief industry analyst at Port Washington, N.Y.-based research firm The NPD Group Inc. who specializes in consumer behavior, retail and fashion. "Today, when you ask the consumer, 'What is value?' the No. 1 answer they give is 'brand names for less.' That justifies why companies like Coca-Cola and Procter & Gamble [are cutting package sizes]. All of those things are a direct reflection of customers saying, 'I want the quality of the trusted brand, the reputation of the product, but I want it at a better value price and I'm willing to pay less to get the experience.' "

The success of discount retailers such as Family Dollar and Dollar General—both of which posted earnings increases in 2011—is evidence of a more permanent shift in purchase behavior than just a reactionary response to the recession's pressures, experts say. "The dollar stores have done a very good job of retaining a customer that gravitated towards them during the recession out of necessity to save money and make their paycheck go further," Cohen says. "The lower-middle and lower-income consumer have engaged with dollar stores and stayed there, and that's why dollar stores continue to grow, because they've offered a more diversified product range, because they've offered new sizes of product at advantageous prices."

On the higher-income end of the spectrum, luxury retailers now are faring well. Tiffany's sales increased 21 percent over the prior year in the third quarter of 2011 and Neiman Marcus Inc. reported total revenues of $1 billion in the first quarter of the 2012 fiscal year compared with $927.2 million in the prior year. "We've been doing a lot of work over the past couple of years on the polarized consumer. Those with incomes of over $100,000 are back in the game. The recession has ended for them. All other income groups are cutting back in terms of spending," says Todd Hale, senior vice president of consumer and shopper insights at the New York-based Nielsen Co.

Granted, experts say that the luxury consumer of 2012 is more cautious than the pre-recession luxury consumer. "The luxury consumer's mindset is one of eagerness and anticipation, but there's also a heavy dose of caution. [Luxury brands] are performing well but not necessarily at pre-recession rates," says Justin Wartell, executive director of brand strategy at Interbrand Design Forum, the shopper sciences and retail arm of Interbrand, a New York-based global branding consultancy.

Pamela Danziger, founder of Unity Marketing, a Stevens, Pa.-based marketing firm that specializes in luxury goods, says that luxury stores have held their own because they've adapted to the changing economy. "Shopping in those stores today is very different than shopping in those stores in 2007. They've opened their doors to lower-priced product lines. Saks is doing more with their own private label, which is more value-oriented, more dollar-friendly. Neiman just started taking MasterCard and Visa, whereas before it was only their own credit cards and American Express. The stores are being rewarded for [their] effective response to the economic climate. They're very smart marketers and as a result, they're showing positive results," Danziger says.

While low-end and high-end retailers have hit their stride in targeting more discerning consumers who've been trained to mind their credit lines by a painful recession, many middle-range retailers haven't been as successful. As *Marketing News* has reported, middle-market retailer Gap Inc. has faltered throughout 2011, with both marketing and earnings troubles. Gap's third quarter 2011 earnings dropped 36 percent and it announced the closure of 21 percent of its United States-based Gap stores in October. Other mid-market retailers struggled in late 2011 as well: J.C. Penney's total company sales in November 2011 decreased 5.9 percent and Sears' domestic comparable sales declined 0.7 percent in the third quarter of 2011.

"We're watching the consumer try to figure out where they belong. Not all of the mass merchants have done as good of a job as the others at reclaiming that lower-end consumer and not all the luxury retailers have recovered from the loss of that aspirational middle-class customer," Cohen says.

"As we see the middle class get stretched further and further into having to buy more diversified product with less income power, luxury is going to get back to pure luxury," he adds. "You're also seeing the low end being able to raise the bar again to at least engage the consumer in figuring out how to put a little bit of luxury there. We're seeing the polarization of luxury very strongly exemplified: the luxury market doing better and the low-end market dipping their toe into affordable luxury, which is eroding the middle even more."

The world of retail is trying to figure out how to reach the two ends of the economic spectrum, Cohen says. And with the disappearance of the aspirational middle-class consumer—or at least with middle-class consumers who are willing and able to spend on aspirational products—some luxury brands are developing products for the middle- or lower-class market, such as fashion retailer Missoni's line of products for Target. "It sold out within two and a half hours in 89 percent of stores they put the product in. That's a phenomenal success story, so successful it crashed Target's website," Cohen says.

And as the marketplace bifurcates based on wallet size, price is, of course, paramount. "If you're going to make price some sort of driver of your message, it has to stand for something, and the middle means nothing. It's either price because it's value, or luxury because it's pricey," says Scott Lucas, executive director of Interbrand Cincinnati. "We're seeing our clients make a clear distinction that if it's going to be a price-based conversation with consumers, it has to be meaningful and that middle tier isn't as rich of a story because price is tied to just being in the middle. . . . It has to be value or premium."

The Broader Implications

Retailers' responses to consumers' new spending behaviors are, of course, emblematic of what's going on throughout the global marketplace, as restaurants, airlines and tourist destinations, service providers, B-to-B organizations, you name it, rethink their targeting and pricing strategies, unbundle or resize their offerings and adjust their thinking to focus on customers who sit right or left of middle on the financial spectrum. In 2012 and beyond, offering a middle-range, average-priced product or service is no longer an enticing marketing proposition for many customers, experts say. Either you beat your competition by offering the most attractive price, or you beat them by convincing customers that the quality and value of your offering is worth the extra cost.

Asher of Perception Research says that for customers across the marketplace, their purchase behavior has become a cost-conscious, either-or proposition: "It's either, 'I'm looking totally for price,' or 'I'm going to spend more for quality because it's going to be worth it in the long run.'"

Critical Thinking

1. What is the United States Consumer Confidence Index?
2. In your opinion, what is the direct and indirect impact of the United States Consumer Confidence Index on consumer consumption patterns and habits?
3. With a small group of peers from your class, brainstorm some alternative strategies that companies could pursue to better target the contracting United States middle class.

Hot Stuff

Make These Top Trends Part of Your Marketing Mix

GWEN MORAN

Still using the same marketing tactics you were using five years ago? Those won't work with today's shifting demographics and preferences. The U.S. population is older, more multicultural, more time-pressed and more jaded toward overt sales pitches than ever before. And your marketing strategy should be built accordingly.

So what's working? After consulting over a dozen experts in the field, we've uncovered the following hot trends in marketing.

Market on the Move

According to the Mobile Marketing Association, by 2008, 89 percent of brands will use text and multimedia messaging to reach their audiences, with nearly one-third planning to spend more than 10 percent of their marketing budgets on advertising in the medium. As phones with video capability become more prevalent, expect more rich media marketing options. Plus, now that mobile phone service providers are dipping their toes into the credit card pool—soon your phone or PDA may make plastic obsolete—customers will be relying on these devices more than ever.

"There are some low-cost mobile marketing onramps for small businesses," says Kim Bayne, author of *Marketing Without Wires*. "Businesses can implement opt-in text messaging services and coupons with their loyal customers. We've already seen local restaurants send the day's specials to nearby lunch patrons. The cost is fairly low, and it can be done from a PC, without involving a pricey service provider."

Go Online

"Think globally, act locally" is now the mantra for entrepreneurs advertising online. Online ad spending is up as much as 33 percent over last year, says David J. Moore, chairman and CEO of digital marketing firm 24/7 Real Media Inc. in New York City. Earlier this year, Google announced a new local advertising program linked to its map service and AdWords program, allowing businesses to drive some of Google's traffic to their brick-and-mortar locations.

"[Entrepreneurs] should pay attention to any targeting that allows them to increase advertising efficiency by reaching users in their particular geographic area," says Moore. Online ads are also migrating to podcasts and blogs, where advertisers can reach very specific niche audiences. And with increased access to broadband and the falling cost of video production, Moore foresees a rise in online video ads for businesses as well.

Court the Boom

A baby boomer turns 50 every 7 seconds—joining a population segment that will grow by 25 percent in the next decade while other segments remain flat.

Matt Thornhill, founder of consulting firm The Boomer Project, which helps businesses reach adults born between 1946 and 1964, says it's time for marketers to recalibrate their thinking about marketing to older adults. Boomers are a dynamic group that's much more open to new experiences and brands than previous generations of older adults have been.

Stephanie Lakhani found that to be true at her upscale Breathe Wellness Spas (www.breathetoheal.com) in Boise, Idaho. Catering primarily to boomers, the two spas bring in about $1.2 million per year. She says boomers are an excellent target, with disposable income and a tendency to refer business. "They expect perfect service," says Lakhani, 35, who adds, "They tend to travel and buy in groups, so giving them an incentive to refer a friend in the form of an upgrade or a thank you [gesture] works very well. They are also very responsive to direct mail."

Thornhill adds that marketers should target boomers by what they're doing instead of how old they are. "Boomers are living such cyclical lives. In their 40s or 50s, they could be going back to college, be empty nesters or be married a second time and raising a young family," he explains. "You wouldn't sell the same vacation package to all these people. So pick the lifestyle segment you're targeting, and focus on that."

Sindicate Simply

For something that's named Really Simple Syndication, few tools are more misunderstood or misused than RSS. Provided by such companies as Bloglines (www.bloglines.com) and NewsGator (www.newsgator.com), RSS lets you send and receive information without using e-mail. Instead, the information is sent directly to a subscriber, who receives it through an RSS reader. With browsers like Internet Explorer integrating such readers, we'll be seeing more information feeds. That could be a good thing—or not—depending on whether businesses use them properly.

"You don't need to blog to offer an RSS feed," says online marketing consultant Debbie Weil, author of *The Corporate Blogging Book.* "But you should have a blogging mind-set. Show the reader what's in it for them. Write clear and interesting headlines. There's a bit of an art to writing RSS [content]." She adds that you should break up your feeds by audience—customers, investors, media and the like—just as you would any other message distribution.

Jim Edwards, 38, uses a blog and RSS to promote his business, Guaranteed Response Marketing. "Whenever I publish an article, either through my blog [www.igottatellyou.com/blog] or through another site's RSS feeder, I expect to get 100 to 300 references back to me in a week," says Edwards, whose $2 million Lightfoot, Virginia, business provides electronic tutorials and publications. "It's a quick way to get links back to you, as well as to get on sites that people are actively looking at."

Use Social Networks

Customers are making friends online through social networking sites like MySpace.com. The massive site—boasting millions of users, all segmented by age, geography and interests—offers an unbridled opportunity for marketers, according to Libby Pigg, senior account manager at Edelman Interactive in New York City.

"You [can] launch a profile for your business and give it a personality," says Pigg, who has launched MySpace marketing campaigns for major consumer products companies. "It's similar to a dating site, where you tell people a bit about yourself. Then, you use the search function to find the group you want to target—maybe single people in New York [City] between 24 and 30—and contact them to become your 'friends.'"

A MySpace profile helped Taylor Bond generate interest in Egismoz.com, the electronics division of his $20 million retail company, Children's Orchard, in Ann Arbor, Michigan. Earlier this year, Bond sent invitations to some of the site's young, tech-savvy users. The key to maintaining their interest, he says, is to provide fresh content and special offers.

"We're seeing more people come into the store saying that they saw us on MySpace," says Bond, 44. "We're definitely seeing more traffic and feedback on the profile, and we're getting some incredible feedback about what's hot and what people want, so it's good for market research, too." Opportunities also exist on other networking sites like Friendster.com, LinkedIn .com, and even niche sites like Adholes.com, which focuses on the advertising community.

Advertise in Unusual Places

From valet tickets and hubcaps to T-shirts emblazoned with video displays, advertising is popping up in new places. A March survey of marketing executives by Blackfriars Communications entitled "Marketing 2006: 2006's Timid Start" found that business spending on traditional advertising continued its decline, and spending on nontraditional marketing methods—from online promotions to buzz marketing—rose 12 percent since late 2005.

Scott Montgomery, principal and creative director of Bradley and Montgomery, an advertising and branding firm in Indianapolis, says the shift in ad spending will continue as advertisers look to make their ad dollars more effective.

Make It Stick

Tap these marketing trends to get into customers' hearts and minds.

- **Multicultural Market:** By 2010, the buying power of American blacks and Hispanics is expected to exceed the gross domestic product of Canada, according to the Selig Center for Economic Growth at the University of Georgia in Athens. Make sure you're not overlooking this market. Rochelle Newman-Carrasco, CEO of Enlace Communications, a Los Angeles multicultural marketing firm, advises companies not only to translate materials when appropriate, but also to be conscious of cultural images: "In lifestyle shots, go beyond multicultural casting. Show scenes where the clothing, food and other backgrounds reflect different cultures."
- **Experiential Marketing:** Kathy Sherbrooke, president of Circles, an experiential marketing firm in Boston, says businesses must figure out the key messages of their brand and find ways for their staffs and locations to reflect that image—young and trendy, sophisticated and elegant, and so on. "Create an environment that's consistent with your brand," she says. She points to Apple Computer's retail stores, where clerks use handheld checkout machines and pull product bags out of their back pockets to reinforce the ease-of-use and streamlined processes for which Apple is known.
- **Customer Evangelism:** From hiring word-of-mouth marketing companies to creating incentives for customer referrals, businesses are placing more importance on customer evangelism, says Andrew Pierce, senior partner at New York City branding firm Prophet. "Companies need to be customer-centric for this to happen," he explains. "If you're not finding ways to increase value and inspire loyalty, it won't work."

At the simplest level, Pierce advises using customer testimonials to add credibility to marketing efforts, including webinars where customers talk about your company. More extreme examples include buzz marketing campaigns where happy customers talk up the product, or inviting customers to trade shows or other events where they can show their enthusiasm in person.

Montgomery and his team were the first to develop advertising programs on electrical outlets in airports. Reasoning that business travelers—one of the holy grail audiences marketers love—power up portable technology while waiting for their planes, it seemed a natural place to reach them.

"Smart marketers are looking [for] places where people are engaged," says Montgomery. "You have to target your message in a way that makes sense for [how] people behave."

Premiumize Your Brand

Brands like Coach and Grey Goose vodka have mastered the art of taking everyday items and introducing luxe versions at much higher price points. Now, growing businesses are also going upscale with their products or services.

Andrew Rohm, professor of marketing at Northeastern University's College of Business Administration in Boston, says smaller businesses can often "trickle up" more easily than large brands, which may find that customers are resistant to accepting their more expensive offerings. "A small brand can reinvent itself without having to swim upstream against its image," says Rohm.

To posh up your product, he advises the same best practices as with any new offering: Do your research, and make sure there's a market for the product or service before you make your brand go bling.

Blog On

With the blogosphere more than 43.1 million blogs strong, according to blog search engine Technorati, it appears everyone and his grandmother are blogging. Robert Scoble, technical evangelist at Microsoft and author of *Naked Conversations: How Blogs Are Changing the Way That Businesses Talk With Customers,* believes blogs are important for businesses that want direct customer feedback. And development blogs, where businesses get direct input about products and services from readers, will soon become even more important, he says.

Scoble predicts a rise in regional blogs linked to Google's new local advertising program and Mapquest.com for quick access to directions, giving people more insight into the local businesses they want to frequent. He also says we'll see more video blogs, which won't replace text blogs but will more effectively communicate with some audiences. "If I'm trying to explain to you what [video game] Halo 2 is, I can write 10,000 words and I'm not going to get it right, but you can see a 2-minute video and you'll understand," he says.

Take these trends into consideration as you plan for the coming year. Not every idea may apply to your company, but most are market forces you can't afford to ignore.

Critical Thinking

1. Discuss some recent shifts in the demographic and sociocultural environments in the United States.
2. Explain how technology impacts marketing strategies and decisions, namely promotional tactics.

GWEN MORAN is *Entrepreneur's* "Retail Register" and "Quick Pick" columnist.

Evolve

The old business methods won't work anymore. It's time to evolve.

CHRIS PENTTILA

For companies feeling their way through the worst recession since the 1930s, it's easiest to stay focused on next quarter's numbers, improving operations and lowering costs where possible. Just stick with the playbook and keep your head down, and things will be fine, right?

Wrong. This recession is different from other recessions in its scope and depth, and the worst thing you can do is more of the same. Staying the course with your current business model "might let you survive a little bit longer, but you're not going to create that competitive advantage necessary for the long term," says Scott Anthony, president of Innosight, an innovation consulting firm, and author of next month's new book *The Silver Lining: An Innovation Playbook for Uncertain Times*.

You've got to change your game. But how can you do it? Here are seven ways to be a game changer right now:

Get comfortable with chaos. Globalization and technology are leading to constant economic turbulence. Being a game changer begins with a recognition of this new normality, says John A. Caslione, founder of GCS Business Capital, an M&A advisory company with offices worldwide, and co-author of *Chaotics: The Business of Managing and Marketing in the Age of Turbulence*. "[There's] going to be continuous turbulence punctuated by spurts of prosperity and downturns," he explains. "Understand that you're not going to be able to count on uninterrupted periods of prosperity."

Reassess your customers' values. This recession is changing people's mind-sets, not just their spending habits. It's still too early to tell what long-term impact this recession will have on customer behavior, but a more cautious, anxiety-ridden consumer has arisen in the short term. People are reevaluating their values and their purchases. How have your customers' values changed in the past six months, and how have their needs changed? The answers could spark new product and service ideas aimed at value-conscious consumers. Your company's closeness to customers is a huge advantage, so talk to them or work up a simple survey. Says Caslione, "You've got to be talking to your customers more than ever before to be able to understand how their needs are changing."

The Dos and Don'ts of Game Changing

Do

- Look at your business through the lens of another industry to find new ways to operate. If you're in manufacturing, how would you operate as a retailer, or vice versa?
- Talk to your customers about what they need today. This will help you find new competitive advantages.
- Get employees on the front lines talking about how customer mind-sets have changed and how the company can better reach consumers.
- Reexamine your business model for products, processes, promotions and so on that are no longer effective.
- Constantly look for ways to add value to your company, product or service. This doesn't have to be expensive. A retailer, for example, might set up a small play area with secondhand toys to keep kids busy while parents shop. It's the small things that can boost a revenue line.

Don't

- Stay the course. Realize the economy has changed and your company must change with it.
- Stop marketing your product or service. You need to actually communicate with customers now more than ever.
- Assume your suppliers, vendors and distributors are doing fine. Go see them in person. Check in with their suppliers, too.
- Get complacent if margins are still good because rapid industry transformations rise to the surface in tough times. The newspaper industry, for example, saw trouble coming for years, but healthy sales kept it from making necessary changes.
- Stop being creative. Aim for discipline in your core business balanced with a willingness to try new things and create new markets.

Understand that a good product always sells. A startling number of companies and game-changing products were actually launched in very tough times. Campbell's Soup was introduced in the 1890s. IBM launched its personal computer in 1981. The first iPod came out in late 2001. These periods were economic low points and seemingly not the time to launch new products. Marketing research company Nielsen found customers' willingness to purchase innovative products in good times and bad times has stayed remarkably constant over the past 30 years. "Just because times get tough," says Anthony, "doesn't mean people aren't willing to pay for things that help them solve problems."

Think new markets, not just cost cutting. Trimming costs where you can (renegotiating prices with suppliers and distributors and lowering your overhead) is very important, but don't stop there. Game changers see levers they can pull (e.g., affordability, convenience, accessibility, location and cost) that change a market or create an entirely new one. When MinuteClinic, a timesaving one-stop shop for simple ailments, launched in 2000 inside select CVS pharmacies, its model changed the game-and consumers responded.

View scarcity as a good thing. When sales are good, there's no urgency or any real need to be innovative. Feeling like your back is against the wall actually forces you to try new things. Now's the time to ramp up a few low-cost experiments and reexamine your entire business model for weaknesses in light of the economy. What have you got to lose? Welcome the challenge.

Stop defending the status quo. An idea sounds great—until you realize the operating margin or some other metric will be lower than expected. Microsoft had all the tools to create Google's search advertising business but abandoned the idea when search produced a paltry (by Microsoft standards) $1 million in sales during its first few months. By the time Microsoft finally recognized the importance of search, Google had a commanding lead in the market. Bending a little bit could pay off big time.

Serve the customers you hate. Every company has customers it sees as undesirable from a cost or profit perspective. Consider Netflix, which started out with a traditional pay-per-rental model in which customers paid late fees. In early 2000, 45-employee Netflix switched to a subscription model without late fees, a move that appealed particularly to customers who have trouble returning movies on time. Today, Netflix has around 250 employees and its business model is thriving in the recession. "It's not just the customers you've learned to love but, in fact, customers you've learned to hate and figuring out ways to innovate to make them great customers," Anthony says.

Every game has winners and losers. Which side will you be on? "Continue to dream, continue to experiment, continue to think differently," Anthony says. "But you've got to prove your dream more quickly than you ever did before." Now hurry—your customers are waiting.

Critical Thinking

1. In your perspective, what recent economic forces require companies to transform their business approach?
2. List and summarize the seven changes that the author of the article recommends businesses make.

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