



# TODAY'S VALUES REVOLUTION

Consumers Declare Independence from the American Dream

A joint research initiative  
in partnership with



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## Dear Executive,

The customer is in charge. The consumer has control.

For years we've all been aware of this new reality. And most marketers will likely tell you that they've done a good job accommodating the new normal by providing corporate transparency, generating relevant content and engaging in customer conversations via social media platforms. But based on the results of a recent study conducted by CBD Marketing and Kent State University, those actions barely scratch the surface of what it takes to resonate with today's American consumer.

What has occurred is a sea change in mainstream American middle-class values. Since the Great Recession, there's been a radical departure from the traditional behaviors that support the pursuit of the middle-class American Dream. No longer is marriage, a house with cars in the driveway, children in the backyard, a TV in every room and a lifelong job considered the ultimate goal of the middle class. Today's consumer aspirations don't center on a real estate purchase. Nor do they focus on a cycle of never-ending home beautifications to personify one's identity and portray status.

The American Dream has evolved, and there is now no collective U.S. consumer sensibility...no one size fits all. No neatly packaged social vision for the masses. Middle-class American values revolve around an elevated level of individuality, coupled with a double dose of do-it-myself attitude. Consumers want mobility, flexibility and freedom from the drive for material accumulation. There's a new independence uprising in America, and marketers need to anticipate how to navigate as this movement matures.

As we discuss key learnings from this study, you'll discover what defines the new American Dream. We'll explore the attitudes shaped by the convergence between recession realities and the seduction of quicksilver evolutions in technology...and beyond. Finally, we'll explore what this means to marketers and how a deep understanding of these values can help you attract and engage the new American consumer.

### Enjoy.

Sincerely,

Liz Brohan  
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# Bye-Bye Buying

## The End of the Commerce-Fueled American Dream



In their 1962 speech addressing the American Value System, Edward Steele and Charles Redding said that “success is measured by the accumulation of status, wealth and property. What you already have is not as important as what you continue to accumulate.”<sup>1</sup> That definition of success effectively articulated the inherent consumerism of the American Dream. The seeds of our cultural expectation—spending one’s life pursuing wealth and material goods—were planted during the nation’s lowest point: the Great Depression.

Franklin D. Roosevelt’s “New Deal” created thousands of jobs and rebuilt consumer confidence, but it also made home ownership achievable, and laid out a vision of prosperity for all.

“The Roosevelt administration saw home construction, and home ownership, and the buying of appliances and furniture for those homes as an important part of generating economic recovery,” writes Claude Fischer, co-author of *Century of Difference: How America Changed in the Last One Hundred Years*. With his 1944 State of the

Union address, Roosevelt laid out a modern vision of the American Dream. He proposed “a Second Bill of Rights under which a new basis of security and prosperity can be established for all.”<sup>2</sup> These rights included job security and a home of your own, and an affordable way to acquire the comforts of modern living...if you worked hard and played by the rules.

FDR’s newly formed Federal Housing Authority (FHA) established mortgage insurance and encouraged banks to allow payments over a longer period of time. This enabled decades of steady growth in home ownership. When the FHA was created, only about 40% of households owned homes. By 2005, this figure was almost 70%.

This version of the American Dream has been the bedrock of U.S. consumer values for the better part of a century. Today, a new American Dream is being defined. Once again, it is a financial crisis that is the catalyst. But this time the change agents are consumers themselves.

<sup>1</sup> Steele, E.D. and Redding, W.C. (1962). *The American Value System: Premises for Persuasion*, Western Speech, 26, 83-91

<sup>2</sup> Garfinkle, Norton. *The American dream vs. the gospel of wealth: the fight for a productive middle-class economy*. Yale, 2006

## A NEW DREAM IN THE MAKING

In truth, much of what we are seeing today has been building since the 1970s. Several policy changes that favored corporations and created the soaring success of the super-wealthy began to unravel the American Dream for the middle class. Until this last recession, the shift in values was gradual and subtle. It ebbed and flowed with economic and political events, but the lifestyle aspirations and expectations of the middle class generally continued to conform to those of the past.

Our study suggests that consumers have turned their back on old norms.

Today's consumer values focus less on purchasing things and more on experiencing life.

The impact is expected to be so powerful that in all probability the new American Dream defined here will be with us for another century.



# 42.7%

Responders who declare that their way of life does not match the American Dream



Another

# 36.8%

said their values were moving away from the American Dream

# From Buying to Being

## The Experience-Driven American Dream

The last few recessions coupled with the abundance of information available to today's consumer have created a perfect storm for change. While the recessions brought about reasons to break away from old rules and establishments, the Internet presents a tool that empowers fresh thinking and rewards new behaviors. In short, technology and economic instability have turned today's middle-class Americans into freedom fighters.

New realities that include stagnant salaries, income inequality, chronic corporate downsizing, and under/unemployment have fostered technology-driven inventiveness.

Determined to free themselves from physical things in order to focus on individual experiences, middle-class Americans are changing the way they think about ownership and commerce.

### A GO-WITHOUT OR DO-IT-MYSELF MINDSET

According to the results from both a consumer intercept survey and a national online survey conducted for this report, most responders are now disposed to purchase high-value brands, dine and shop for food more discriminately and consciously, abandon TV subscriptions, eschew car and home ownership, reduce cell phone service and much more.

Today's consumer is comfortable reducing or eliminating many of the material goods and services previous generations considered "must haves." The list includes such everyday items as jewelry, cosmetics and social memberships. In fact, more than a few respondents answered the question, "What can you do without?" with a definitive "almost everything."

Most surprisingly, topping the list of dispensable items is technology. This may be indicative of trends on the horizon. While most concede that reliance on certain technologies remains high, consumer definitions and preferences change constantly. The consumer is basically warning us that there are no sacred cows.



# 25%

said they could do without technology



# 33%

said they could do without junk food

# 85%

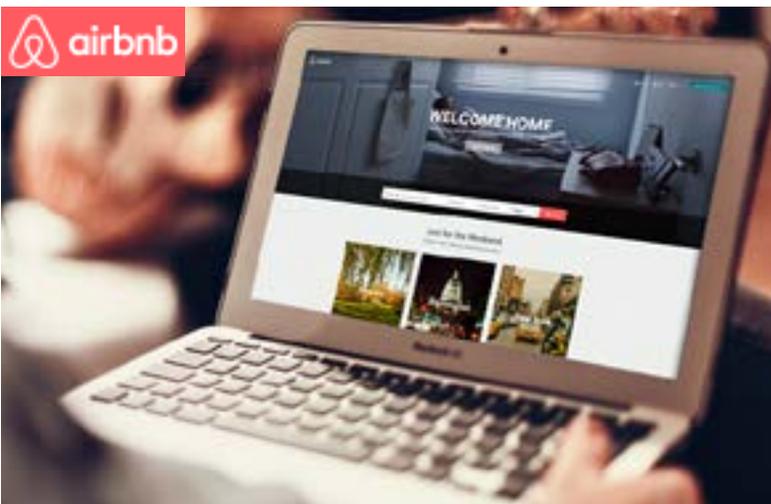
of responders have changed buying behaviors in favor of "going without"

## THE SHARING ECONOMY IN FULL FORCE

An important part of the “go without” trend is a move away from big brands and toward a sharing economy that would have been unthinkable in the past.

Just a few years ago, if the average American needed a rental car they compared rates at Hertz and Avis. When travelling they chose between Holiday Inn Express and Hilton Garden Inn. Today, going directly to a known brand is just one possible solution.

More than likely, they are scouring the Internet for alternatives. Thousands of Americans have started renting out their space and belongings online to earn extra cash. They rent their apartments while they are away for the weekend, lend out their cars and even sell their talents in their extra time.



This sharing, or peer-to-peer, economy is exploding. And all of this is possible in part because of technology, but also because many Americans have discovered they can be creative problem solvers, and that they can “go without.”

This move represents a huge cultural upheaval, not just a clever use of the Internet. Lisa Gansky, a serial entrepreneur, investor and author of *The Mesh*, a book about the sharing economy, agrees that recent financial crises helped make this cultural shift possible. The Great Recession allowed millions of Americans to see the waste and the excess in their own lives more clearly. Financial stress pushed many to try to use assets that usually went overlooked.

## BUYING EXPERIENCES

According to our research, the new American Dream is defined by having a steady job with good benefits, doing enjoyable work, and having time to spend with family or friends.

While there may be times when more money sounds attractive, our responders don’t define the quality of their lives by what they own, the success of their investments or the size of their paycheck. Happiness and fulfillment define success today.

While making money used to be more important than how it was earned, today’s middle class is seeking personal satisfaction. They place a new emphasis on work-life balance, which directly translates into a willingness to spend money and time pursuing new experiences—another emerging tenet of the new American Dream.

Topping the list of sought-after experiences is travel.



The world is shrinking and cultures are blending, and that reality is much more closely relatable to the lives of the middle class than ever before. In using the Internet to explore the globe and make friends in faraway places, today's consumer learned that people are comfortable and happy in other countries and that they can not only learn something from other cultures, but benefit by experiencing them as well.

As flights become more affordable and staying connected with home becomes simpler, people are traveling to more exotic locations. In fact, statistics published by the office of Travel and Tourism Industries indicate dramatic growth in international travel over the last few years.<sup>3</sup>

Millions of middle-class Americans travel abroad each year. And the more exposure they have to other cultures, the more their lifestyles and values are influenced by them. Where are they going? Based on a recent article in *Forbes*, top international destinations for U.S. travelers include Kenya, China, Philippines, Morocco, United Arab Emirates, Ecuador, Vietnam, Malaysia, Turkey and Tanzania.

### U.S. CITIZEN TRAVEL TO INTERNATIONAL REGIONS

Year	Total
2000	17,079,330
2004	17,439,637
2008	20,224,076
2012	29,513,397
2013	29,410,698

Source: Office of Travel and Tourism Industries

### WELL-BEING = MEANINGFUL RELATIONSHIPS

Another aspect of the new American Dream is the importance of well-being. We are seeing the emergence of a renewed appreciation and respect for our fellow human beings. Survey respondents put a high priority on values related to tolerance, inclusion and community.

Whereas the past American Dream put a laser focus on the nuclear family, today's middle class cultivates close relationships within extended families. Supportive neighbors, caring friends and multiple social communities...your personal networks incorporate a larger group of people who celebrate with you, care about your well-being, record the miles and mark the milestones, and keep in touch no matter where you are.

Our culture increasingly emphasizes the softer skills in life, such as developing a child's capacity for empathy, self-discipline and honesty. It also embraces media outlets that offer social scripts on increased kindness, civility and attachment. Heightened emphasis on these values reflects our desire to take care of the soul—develop a deeper spiritual awareness of a reality greater than self and connect to life's meaning and purpose. All without a formal affiliation with an organized religion.

<sup>3</sup> Source: Office of Travel and Tourism Industries

# New Dream. New Attitude.

## BEAT THE SYSTEM, DON'T JOIN IT

Prior to the recession, consumers learned the value of access to an unprecedented amount of information about the companies they buy from, and the products they buy. During the recession, these information channels became indispensable as middle-class Americans shifted their purchase behaviors and brand preferences to better align with their situation and values. Our new economic landscape reflects these new values—from what the middle class eats and wears to how they get around and where they live.

While consumers may have cut back during past recessions, they challenged whole paradigms during the last financial crisis. What may have started as a necessary move away from mortgages and other financed purchases, as well as a migration to value brands, soon expanded beyond brands and banks. During this period, consumers became nimble adopters of alternative methods to achieve their needs.



### ENTERTAINMENT

During the recession, many people cut back on pay-TV or cancelled subscriptions altogether, which isn't to say they eschewed media consumption. Channels like Hulu, Netflix and Amazon Prime grew rapidly. The cord-cutting trend continues, as NPD Group reports that the percentage of U.S. households subscribing to premium TV channels dropped from 38% in March 2012 to 32% in August 2013, while households subscribing to subscription video-on-demand services rose from 23% to 27%.<sup>4</sup>

<sup>4</sup> Average Monthly Pay-TV Subscription Bills May Top \$200 by 2020, NPD Group, April 2012

<sup>5</sup> "Prepare to Hang Up the Phone, Forever," The Wall Street Journal, March 2014

<sup>6</sup> "Millennials In Motion," US PIRG, October 2014

<sup>7</sup> U.S. Urban Population Is Up...But What Does 'Urban' Really Mean?, The Atlantic City Lab, March 2012



### PHONES

No surprise, landline phones, which had already become largely redundant, were finally eliminated by many during the recession. Now 39% of U.S. homes are wireless<sup>5</sup>. This is a 12.4% jump from three years ago. While many cut the wire with great trepidation and fears for their safety, this leap of faith represents a significant exercise in freedom from a 100-year-old institution.



### CARS

Driving has declined nearly 10 percent since 2004<sup>6</sup>, and the average U.S. garage now sports fewer than two cars. Biking, ride-sharing, light rail and mass transit are the big winners. Americans logged 10.7 billion trips on mass transit last year, up 37 percent since 1995. Cost-cutting isn't the only reason for a waning interest in car ownership; it's just a big benefit in addition to forgoing the stress of traffic congestion, reclaiming time for engagement with mobile devices, and feeling that one is taking measures to minimize the environmental impact of car emissions. The move away from car ownership is reflective of the fact that 80.7% of the U.S. population is now centered in urban areas<sup>7</sup>, where cars can be more of a burden than an enabler of freedom, and where car-sharing businesses are gaining a rapid foothold.



## GROCERIES

Rather than buying groceries for the month, consumers have moved to more frequent trips to secure just what they need in the short term. Dollars are distributed more broadly across deep-value, mid-value, and premium brands, and with more conscious deliberation. But food quality is not an area of consumer compromise. During the recession the sustainable food trend actually gained momentum, even as locally grown or organic foods demand a higher price.



## HOME IMPROVEMENT

By some reports,<sup>8</sup> the percentage of home improvement projects in 2013 was a whopping 70%. It is no accident television shows like HGTV's *Design on a Dime* and *Bang for Your Buck* emerged during the recession, and the enduring popularity of programs such as these reflects more than a homeowner's desire to stretch every dollar. With more helpful content and social media-enabled inspiration, consumers are applying a newfound courage to tackle interior and exterior home projects themselves.



## THRIFT

The popularity of eBay notwithstanding, there was an undeniable prerecession stigma attached to buying used items. No more, as the Association of Retail Professionals reports that resale continues to be one of the fastest growing segments of retail. In the past two years, the industry has added 7% more stores to follow the demand. This can explain why Goodwill Industries netted \$3.79 billion<sup>9</sup> in retail sales through 2,900 stores and their online auction site last year—and that a significant share of buyers are solid members of the middle and upper-middle class.



## HOMES

Americans are also taking a critical look at how they live, specifically as it relates to the size of their homes. The so-called Tiny House Movement is rapidly growing today, but the interest isn't simply about reducing costs. The Small House Society attributes the growth to concerns about the environment and a desire for simple, more effective living. People with smaller living spaces have more time and money for other areas of life such as marriage, family, education, fitness and career. Consumers are turning their backs on large homes—long-accepted status symbols—with this enhanced focus on a more balanced and enjoyable life. The construction industry has taken note. According to the National Association of Home Builders, 59% of builders nationwide said they were already significantly downscaling from the “McMansion” era.



## SOCIAL ACTIVISM

The recession forced many to refocus on what mattered most to them, and take more control over their lives. The result is an increasingly activist middle class that is armed with knowledge and motivated to take a hard stance with institutions and organizations. These consumers have assumed the role of social change agents, and are passionately taking on issues spanning corporate conduct, sustainability, global labor standards, animal welfare policies, food ingredients and more. Companies will continue to find themselves in the crosshairs of these active social media users and boycotters.

<sup>8</sup> *Home Improvement Projects Are On The Rise In 2013*, Forbes.com & Houzz.com, April 2013

<sup>9</sup> Goodwill Industries International, About Us, Revenue Sources 2013

As we've illustrated, an entrenched "DIY" state of mind permeates the consumer experience today, as many are driven and equipped to find new solutions to satisfy personal needs, and ensure that those solutions align with personal values.

Feeling betrayed by big brands, a rising number of consumers are turning their backs on traditional companies with heritage in the marketplace.

**The majority of people wouldn't care if 73% of brands disappeared tomorrow.**

Havas Media, June 2013<sup>10</sup>

*"The richest 5% of Americans are back to prerecession spending levels and are responsible for 35% of domestic consumption, up from 'just' 28% in the '90s. Spending of the wealthiest has risen 17%. Everyone else? Just 1%."*

Sara Horowitz

Author of *Quiet Revolution*<sup>11</sup>

## SUPPORT THE LITTLE GUY—PUTTING SMALL BEFORE SAVING

Another way middle-class Americans are exerting control is through the movement to buy local and support small local businesses.

In a report published by the Hartman Group, the support of "mom and pop" establishments is perceived by consumers as an antidote to the "big business" commoditization and industrialization of today's branded goods, conventional mass market stores and chain restaurants.

Many consumers are also rejecting mammoth corporate retailers in favor of smaller businesses. Based on a report from AYTM Market Research<sup>12</sup> in April 2014, 52.7% cited personal service, and 56.2% cited a desire to support the local economy as motivations to seek out small businesses. Price sensitivity is not a big factor for these consumers, as 61.2% of respondents said they would pay higher prices to support small businesses. Another study by Web.com and Toluna reported similar results.

**73%** of consumers associate small businesses with being ethical, honest and trusted

**81%** of small business decision-makers associate small businesses with being ethical, honest and trusted

<sup>10</sup> Havas Media, *The Meaningful Brands Project*, June 2013

<sup>11</sup> *Occupy Big Business: The Sharing Economy's Quiet Revolution*, The Atlantic, December 2011

<sup>12</sup> *Small Business Survey: Consumers Appreciate Economic Impact of Buying Local*, AYTM.com, April 2014

Playing to the fear of a vanishing way of life, small businesses are seeing success by reinforcing customer belief that it feels better to buy from an independent. To that end, they are implementing tactics that larger retailers can't easily copy. Those with an online presence are encouraging customers to think of them as the digital version of a mom-and-pop shop underdog facing off against the category killers. Essentially, they are telling the consumer: where you buy matters as much as what you buy. And consumers are responding by making those purchases even when costs from the big online retailers are lower.

As consumers fear losing their way of life, they turn to purchasing local goods and services as a way of expressing their values. California's Sonoma County is credited with enticing citizens to forsake factory-made food in favor of local produce and artisan wines offered at farmers markets. Today, the county is at it again by moving residents away from big electricity companies and offering local renewable power that is not only greener but cheaper.

### INDEPENDENT STREAK

Caleb Jacobo, independent writer and grassroots social activist, is a proponent of individualism. He believes that as Americans we must make big changes that might be scary. He urges us to take action outside of what is comfortable or accepted. America today, he states, is in need of a change,

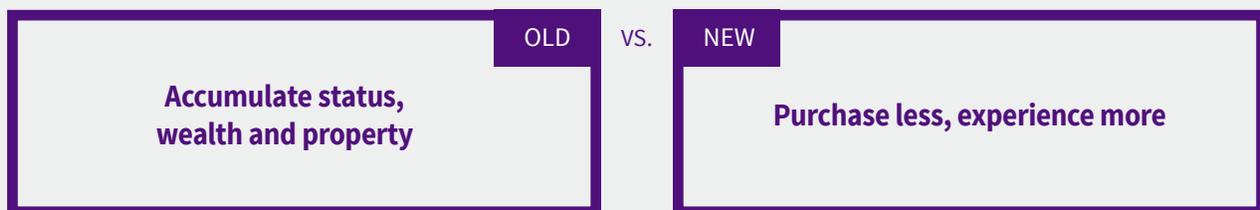
one that breaks the power away from corporations and corrupt government and allows us to believe, once again, that we have the power to succeed for ourselves.

Voices such as Jacobo's are no longer only appealing to fringe audiences. Led by the 80-million-strong Millennial Generation, middle-class Americans are flexing their individual independence. Pew Research Center found that half of Millennials say they are political independents, and 29% are not affiliated with any religion. And more Americans are going it alone—2013 saw a record low of 6.8 marriages for every 1,000 people<sup>13</sup>.

In 2013, there were only  
**6.8 marriages for every  
1,000 people.**

Today's consumers pride themselves on individuality. They don't blindly follow trends, are less attached to brands and are always looking for ways to assert their own style. In the quest to be authentic, they simply don't want to look like everyone else or be a stereotype.

## THE AMERICAN DREAM



<sup>13</sup> Record Share of Americans Have Never Married, PewResearch Social & Demographic Trends, September 2014

So how do our evolved values compare to the archetypal American beliefs and values articulated by Edward Steele and Charles Redding in the 1960s?

**THE VALUES SHIFT DELTA**

	STEELE/REDDING	NEW NORMAL
MORALITY	<p><b>Puritan and Pioneer</b></p> <p><b>GOOD vs. BAD</b> <b>FAIR vs. FOUL</b></p>	<p><b>GLOBALLY AWARE</b> and <b>Intolerant of Intolerance</b></p>
IDENTITY	<p><b>Value of the individual</b></p> <p>I'm important</p> <p>I have rights</p>	<p><b>Power of the individual</b></p> <p>I can make a difference</p> <p>I can change the world</p>
ASPIRATION	<p>power status wealth property</p>	<p>own standards security fulfillment</p>
<p><b>Achievement and success are measured by:</b></p>		
CHANGE AND PROGRESS	<p><b>NEW</b> <b>Newer is always better</b>, and leads to success</p>	<p>Novelty is only valuable when it brings <b>greater value</b> than what is being replaced</p>
EQUALITY	<p><b>All people are equal</b>, both spiritually and in the opportunities they deserve</p>	<p><b>Inequality in some areas is to be expected</b>, and in other areas to be <b>passionately combatted</b></p>
EFFORT AND OPTIMISM	<p><b>Hard work and striving</b> is the key to success</p>	<p>Working <b>strategically</b> in <b>rewarding</b> and <b>fulfilling</b> areas is the key to success</p>
EFFICIENCY, PRACTICALITY AND PRAGMATISM	<p><b>Solution is more important than ideology</b></p> <p>Will it work?</p> <p>A key question to test any idea is...</p>	<p><b>CREATIVITY</b> + <b>INNOVATION</b> <b>can overcome all barriers</b></p>

# American Dream Alignment

## How Marketers Can Answer the Wake-Up Call

### DISRUPT YOURSELF OR PREPARE TO BE DISRUPTED

According to Trendwatching.com, consumers are looking for established brands to disrupt themselves...to do the unthinkable. Your success depends on your ability to deconstruct your brand, throwing out notions that support phrases like “must always do” and “must never do” in any situation where your brand heritage clashes with consumer needs and desires. This is also important as the barriers to trusting new brands have practically disappeared, thanks to a marketplace of 360-degree information and perceived accountability. Trendwatching.com urges brands to get creative, playful and even subversive with their own history and heritage in order to stay relevant.

Our study upholds this notion. Participants say they value the brands that embody contemporary consumer values by being storied, innovative, responsive, accessible, sustainable and ethical. They value those who bring fresh solutions, and this may require that you throw out your traditional approach to business and challenge your notions of what’s possible. After all, that’s what consumers are doing daily.

Brian Chesky and Joe Gebbia, the brains behind Airbnb, an online room-rental service, were just two guys who wanted a way to cover their rent, and had the idea of renting out their San Francisco loft. By spring 2014 Airbnb had booked more room nights than Hilton Hotels, and had 10 million guests and 550,000 properties listed worldwide. They are now valued at about \$10 billion, eclipsing hospitality industry veterans Hyatt and Wyndham.

Airbnb is not the only company that was started by individuals who had no experience in the industry they disrupted. There’s a lesson in there for all of us.

### CUSTOMIZE EVERYTHING

As we illustrated earlier, the customer desires a world customized to their personal style and desires. That is, they are taking on active roles as “designers” in the product development and purchasing process. Consumers will increasingly codesign most everything they purchase, from their own shoes to the foods they eat...adding customized features to everything from cars to computing and communications devices.



Taking advantage of new manufacturing technology enables manufacturers and retailers to shift to a distributed manufacturing model, and enhances their ability to deliver products that are personally customized. Why not 3-D printed artisan breads that feature your customer’s initials on every slice?

Or tennis shoes with their name on the soles? Or customized packaged goods that allow them to control salt or sugar, or incorporate functional ingredients to meet individual dietary goals?

Marketers who understand the consumer's desire for control are declaring that there is no normal and adjusting their strategies accordingly. Brands like M&M's and Coke gave consumers personalized candy and packaging, but the future brand greats will push to market experiences that are meaningful. Now is the time to rethink everything from merchandise to dressing rooms, from product pairings to payment systems, promotions and beyond.

Winners will engage at a level that is perceived to be highly personal and one-to-one, giving the power over to the consumer to both create and tell their individual stories.

## MAKE CUSTOMERS FEEL

To align with new consumer values, marketers should examine all communication channels and tactical opportunities to identify ways in which they can deliver more memorable moments.

### Here are some great ways to start:

- **Customize the experience.**  
Buyers want to see that you understand them better and deliver more relevant and valued offers than others. They are much more likely to engage with offers and content they feel are designed specifically for their lifestyle, interests, motivators, job functions and industry, for example.
- **Surprise.**  
Add touch points that are unexpected, delivered at times when you normally would not interact with customers.

- **Resonate.**  
Be sure your messaging puts their needs clearly at the heart of the communication. Consumers want to know what's in it for "me." How does it simplify their life? How does it satisfy a specific need? How does it assist them in daily life?
- **Collaborate.**  
Make customers feel included and listened to. Today, the most successful companies are actively engaging customers to help shape business decisions. Specifically, to stay fresh and relevant, they are embracing their customers' influence to guide the path of their business. This includes everything from business model evolution, strategic investments, mergers and acquisitions, company culture and other corporate initiatives.
- **Localize.**  
Another way to demonstrate your deep understanding of your customer is to leverage localization efforts. Increase relevance by delivering a product that aligns with local preference, or at the very least localize your messaging with versioned graphics and content.

## VIRTUALLY BRING IT TO LIFE

The best way to engage today's consumers is to provide them with new channels to share, create, learn, communicate and play.

For years, we've seen large and evolving examples of ways gamification has been successfully utilized to achieve strategic marketing objectives. By introducing challenges, rewards and competition into brand engagement, marketers are able to drive trial, frequency and, above all, loyalty. Many of the companies who do this the best develop games that create alternate use for the product, which in turn encourages new purchases.

Other gamification strategies drive loyalty by making engaged customers feel smarter, or foster the belief that they are better global citizens.

As Michelle Greenwald noted in a recent Forbes blog,<sup>14</sup> Ford took this notion to a new level with its Ford Fusion hybrid dashboard game that helps drivers maximize fuel efficiency. It features leaves that appear on the dashboard and grow and proliferate the more efficiently the car is driven. This helps drivers adjust their driving speeds and provides instant emotional gratification for good behavior.

A trend to adopt today is virtualization. Shane Dyer, founder and CEO of Arreyant, a leading device virtualization company believes that the basic principle here is a focus on providing simplicity for the consumer by unlocking the power of the Internet and connectivity. By adding to the value and usefulness of products via cloud-based platforms, companies also have the opportunity to learn about customers and to develop enriched relationships.



## EDUTAINMENT RULES!

### One example:

Ford's hybrid dashboard game helps drivers maximize fuel efficiency.



## On the horizon are even richer opportunities for engagement.

With a new wave of virtual reality and augmented reality technologies emerging, marketers are starting to tap holograms and virtual experiences to tell stories, and bring profoundly meaningful opportunities for collaboration and engagement to customers.

<sup>14</sup> Gamification In Everything: The Range and When And Why It's So Effective, Forbes, September 2014



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## About CBD Marketing

CBD Marketing is a B2C and B2B marketing services agency that understands today's complex consumers and businesses, and develops innovative growth strategies for companies that are ready to lead. We clarify and articulate what's most meaningful about your brand, product or service, and help you build more intimate and profitable relationships with your customers. At CBD, "market what's meaningful" is our mission, guiding all disciplines from research, business strategy and brand development through media strategy, public relations and creative.

## Let's Talk!

To talk about how CBD can help you create moments that matter to your audience and better connect them to your brand, product or service, please contact:

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## About the Authors

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As Co-CEO and President of CBD Marketing, Liz Brohan contributes strategic marketing expertise in the areas of branding, positioning, strategic messaging platform development, and brand revitalization for a broad spectrum of clients, including those in the higher education sector. With a passionate focus on customer-centric marketing principles, Liz leads the development of successful acquisition and retention programs. An active industry advocate and speaker, Liz served on the Board of Directors for the Chicago Association of Direct Marketing and currently leads thought-leadership and education sessions for the Direct Marketing Association, the National Retail Federation, the National Business Marketing Association, and the Direct Marketing to Business Conference. She also serves on the national CRM Board of Experts for Baylor University.

### GINA MILLER, VP, DIRECTOR OF CUSTOMER EXPERIENCE AND DEMAND MANAGEMENT

In her role at CBD Marketing, Gina helps clients harness insights derived from research and data mining to build relevance and uncover new opportunities, as well as support internal and external marketing goals. As an end-to-end integrated marketing expert, Gina has been a featured speaker at conferences, corporate meetings, and universities.

### MICHELLE MILLER, ACCOUNT PLANNING INTERN, KENT STATE UNIVERSITY

Michelle is a recent graduate of Kent State University, and conducted secondary research for this study as an account planning intern at CBD.