



The Geisha Group

Louis Butler, Christopher Santiago, Sarah Dow,
Gary Redlon , Erin Johanson, Stacey Maxwell

December 8, 2010 Dr. Gould

Table of Contents

Introduction.....	3
Analysis of Environment: External/Internal.....	4
A. External	
B. Internal	
SWOT Analysis.....	8
I Strengths	
II Weaknesses	
III Opportunities	
IV Threats	
TOWS Analysis.....	12
I ST Analysis	
II SO Analysis	
III WO Analysis	
IV WT Analysis	
Fundamental Strategies.....	19
Marketing Mix.....	23
A. Introduction	
B. Product	
C. Place	
D. Price	
E. Persuasion	
F. Recommendations	
Financials.....	31
Conclusion.....	35
Appendix.....	38

I Introduction

The Geisha Group LLC is a one-person consulting firm specializing in leadership development and team building facilitation and coaching, as well as organizational development consulting, based in Denver, Colorado. The owner, Reina Bach, founded the company in 2007 after having gained twenty years of corporate experience; seven of which were spent in direct management. She holds a Masters Degree in Industrial and Organizational Psychology, and is a certified Leadership Coach through Georgetown University. She also holds the Grande Diploma from The French Culinary Institute in New York.

Currently, the owner is looking to expand her business, by moving away from the one-person consultant business model by building a substantial international organization facilitating Inner Peace and Wellness for clients, both in the public/individual marketplace and organizational leaders. In this new model, she would serve as the CEO (Chief Energy Officer) providing leadership vision and creative direction, while hiring others to deliver company services and manage the day-to-day operations. This new model will have five major profit centers: coaching, coach training, wellness classes, online membership, and one-stop shopping for vetted wellness products (click through sales).

The Geisha Group has clients in both the federal and private sector of the United States, but seeks to expand its business internationally by building the Geisha brand and serving clients across the globe.

II External/Internal Analysis

A. External Analysis

The coaching practices of the Geisha Group fall within three fields of coaching – Life Coaching, Business Coaching and Health Coaching. These areas of coaching are relatively new fields and as such the industry is still growing. According to a Market Data Report in 2007¹, it is estimated that 40,000 business and life coaches in the US; and with a growth rate of 18% per year, the \$2.4 billion business coaching market is one of the fastest growing industries in the world. This growth trend hints to a positive outlook for the Geisha Group.

Currently, there is no federal or state body that regulates coaching; as such it does not have legal requirements for being educated, trained, certified nor credentialed. There are only independent institutions, such as ICF, IAC, ICC, and the WABC, which prescribe, promote and regulate conventions of ethical behavior and standardized methods of coaching and coach training. In essence the title of “coach” can be used by anyone.

While the coaching industry has been growing at an enviable rate when compared to other industries, the recent economic downturn presents some worrying concerns. With a national unemployment rate at an historic high of 9.3%, the personal consumption expenditure is affected, and with it, the income that any business can garner for its products and services. As such Geisha faces some risk in its cash flow throughout the following year. However, before and during recessions, there are those people who save significant funds for such “rainy-days” and

¹ <http://www.businesscoaching.com/business-coaching-statistics/>

this demographic presents an opportunity for tailored Geisha services- such as helping the recently unemployed stay energized and relevant.

It is useful to note that coaching has start-up and operation costs, which are relatively low. Low operational costs are due to the fact that most of the coaching takes place with the use of technology such as, via telephone or via the Internet and video conferencing. As such, the economic barriers to market entry are low and geisha will face lots of competition. However, at the same time recent advents in technology, such as Facebook Groups and Fan Pages, Google Apps and Skype video conferencing, present unique opportunities to reduce costs and to augment the coaching utility itself.

According to online sources, most of the people that use life coaches are in their early 40's, and 2/3 of these users are female. Coincidentally, in recent years there have been an ever-increasing number of women, attaining higher levels of education, and in upper management positions. For the Geisha Group, these trends present them with a significant competitive advantage as their brand name "Geisha" is female oriented, and will attract their target market to Geisha's unique services.

Globally, a number of lesser-developed countries have developed their business infrastructure and are becoming more competitive on an international scale. As such, the economies within these countries are growing at alarming rates as well as the income per capita of upper management. This trend can lend to the international expansion of the Geisha Group in the near future.

B. Internal Analysis

Using the Resource Based View (RBV) for the internal analysis of this company allows for a more holistic understanding of where the Geisha Group stands in relation to its competitive environment. The RBV surpasses the SWOT analysis by integrating the internal and external perspectives evaluating a company's internal tangible and intangible resources and to what extent they can provide competitive advantages and for how long these competitive advantages can be sustained. The RBV recommends that a company's resources be examined in terms of how valuable they are how rare they are and how hard they are to be duplicated or substituted.

The Geisha Group has achieved significant income as a one-person consulting firm over the years implying that it can manage its resources well and has a viable business model and strategy. Also, the low operational costs attached to coaching lends to Geisha's ability to keep costs down and increase the profit margin. These resources are valuable; but not inimitable, rare, nor difficult to substitute. As such the Geisha Group is on par with its competitors from a financial perspective. The ability to work from home and on-site limits the need for costly office space, provides the Geisha Group with strategic mobility, and reduces high overhead costs. For the Geisha Group, the physical resource is not valuable; but not inimitable, rare, nor difficult to substitute, and as such the Geisha Group on par with its competitors.

From a technological perspective, Geisha has a temporary competitive advantage. The trade marking of its methods and programs provide significant protection against imitation and is also valuable. However, this is not rare, nor difficult to substitute, as other competitors have their own patented methodologies. Also low-cost internet-based services are only valuable and place the Geisha group on par with its competitors. The Geisha Group has a clear outline of pricing and

strategy with relatively little uncertainty. It is also a small business in terms of size and as such maintains strategic structural mobility. These resources are valuable; but not inimitable, rare, nor difficult to substitute. Organizationally, the Geisha group is on par with its competitors.

Reina Bach, the owner of the Geisha Group, has significant experience within the corporate environment especially within the field of Organizational Development and Behavior. With her many significant credentials, including her recent certification from the ICF, she will serve as an excellent point of reference for her employees and clients, and will add to the credibility of the Geisha experience. Also her direct management experience is critical for the proper management of the expansion of the Geisha Group. Additionally, the small workforce of the Geisha Group can lead to greater cohesiveness among employees, leading to more effective and efficient company all round. As such the human resources of the Geisha Group are valuable; but not inimitable, rare, nor difficult to substitute.

The Geisha Group offers a unique package of coaching services. Geisha's products are both innovative and insightful, and cover a wide array of issues in the lives of potential clients; which is valuable as a revenue increasing strategy. The innovation of Geisha is valuable, but not inimitable, rare, nor difficult to substitute; and provides competitive parity. The Geisha Group has also had significant exposure to the corporate environment and throughout operation has interfaced with both federal and private sector clients. This exposure is critical and can lend itself to the credibility and validity of the Geisha brand image; the ICF credential will also help. Geisha reputation is valuable; but not inimitable, rare, nor difficult to substitute.

III SWOT Analysis

SWOT analysis is a tactical planning procedure used to evaluate the Strengths, Weaknesses, Opportunities, and Threats that pertain to a firm. It includes identifying the goals and objectives of the business and recognizing the internal and external factors that are favorable and unfavorable to accomplish the goal.

A. Strengths

Strengths of a company give it an advantage over other businesses in the same or similar industry. The Geisha Group has multiple strengths that will make it successful. The owner, Reina Bach, has much experience in the professional training leadership coaching industry, earning her Leadership Coaching Certification from Georgetown University, her Masters in Industrial and Organizational Psychology from University of Colorado, her Bachelor's Degree in Engineering from Lafayette College, and her Grand Diploma in French Cuisine at The French Culinary Institute. Reina has received the ICF, an accredited and internationally recognized certification for consulting. She hires coaches with credentials who are more than qualified to coach clients. Reina has over 20 years of experience as a consultant and in people development; 15yrs of work experience and 7 years of corporate management experience and organizational development and organizational behavior practice. She has worked with various corporations, management teams and government organizations all over the globe. Her expertise is professional speaking, leadership development, executive, career and lifestyle coaching, as well as relationship coaching. Her focus is the executive market place- CEO, CFO, CIO; senior vice presidents, and senior level executives. Many competing lifestyle-coaching firms focus exclusively on senior level executives and consult organizational development and management issues. Her unique

approach of coaching focuses on the serenity, health, and wellness of the individual to create an overall balance in life style. Reina recognizes that the challenges people face are stemmed from their personal life. The Geisha Group offers basic solutions surrounding a client's personal side to bring resolution on the corporate side She offers a personalized, calming environment where the client feels a sense of safety and is able to talk about personal challenges within relationships. The Geisha Guide highlights modules that help people take an initial step by step approach to make incremental changes in the client's thinking and how they perceive themselves and the world around them to reduce stress. The online membership reaches customers all over the country as well as the world. The Geisha Group website is easy to navigate. Coaching is available in a variety of packages the client can choose from. The Geisha Group is a Business Accelerated Company for growth strategy services: identifying and selecting the right marketing team to design a marketing plan that includes strategy, tactics, and implementation. Reina priced the service according to her market research and is entering the market by pricing the service below its non-competing but related JIT advisor provider. The Geisha Group is the only company providing pay-by-the minute phone coaching through the Internet. A Coach Manager will guarantee 24/7 access across time zones covering an array of topics. The Geisha Group Newsletters provides discounts on products and classes. Clients have access to conference calls and have the ability to download audio and video information and coaching sessions. The Geisha Group recommends health and wellness products of the highest quality through the company's website. Reina has trademarked its "Signature" services to limit copying and plagiarism.

B. Weaknesses

Weaknesses are the company's characteristics that place it at a disadvantage over its competition. The Geisha Group has much strength, but there are a few weaknesses the company must evaluate. Reina is not a trained psychologist. Although lifestyle coaching and consulting do not require a psychology degree, clients may feel that the company is not experienced enough to help solve their concerns. The company does not exclude men, but the name Geisha Group is more appealing to women and drives potential male clients away. The western world has anti-feminist connotations of the word "Geisha" with 'prostitution' and 'servitude' which may view the company the same. The Geisha Group provides its services exclusively to the executive market; widening the target market to include less accomplished people would be difficult. Non-executive clientele would most likely consider the pricing unaffordable. Sales and marketing for The Geisha Group will heavily rely on SEO, social media, word of mouth, speaking engagements by the owner, published articles, and relationships with cooperative partners, all of which have not been established yet. Newsletters are available to subscribers or members only and books the Geisha website lists have not been written yet. There is a great need to hire branding, marketing, and SEO experts as well as coaches to gain a clientele. There is also the inability to reach everyone through the Internet; the website is cumbersome to find, the client must know the exact wording of the company. The website lacks significant information such as pricing for its various services and modules; customer must call the company, making it an inconvenience and a chore. Reina prefers that retreats be in France because of her time spent there. There were many aspects of France that she found influential the natural and relaxed environment: peace, tranquility, and serenity. Many clients living in the United States may not be willing to travel far for a coaching retreat.

C. Opportunities

Opportunities are the external ventures of success. The Geisha Group is in a great position in the market. Lifestyle coaching is new and lucrative opportunity. The Geisha Group has a well-defined market niche and knows exactly who to market to. The owner of the company has much experience outside the United States, which makes it easier for her objective of international expansion. She differentiates herself from other executive lifestyle-coaching firms with her focus on health and wellness and wants to have an inclination towards improving overall lifestyle as well. The Geisha Group has the ability to hire the best people for positions waiting to be filled. The company can build SEO and explore different means of communication through magazines, country clubs, first class travel newsletters, etc. to reach her target market. Lastly, the Geisha Group has the opportunities to reach the recently unemployed that need help staying relevant and energized, and reentering the business world but with a lower scale pricing module in place to attract this group.

D. Threats

Threats are the company's external variables that pose problems. The main threat The Geisha Group faces is the low Cost of entry into this field; The Geisha Group can face lots of competitors because its prices are in line with the industry. The SWOT analysis provides a guideline to increase its odds for success. It exposes the weaknesses and strengths of the business, which upon the owner will focus on to attain her goals.

III TOWS Analysis

A. ST Analysis

ST Strategies – Use Strengths to reduce vulnerability to outside threats

- Owner’s training and experience – allow the client to relate directly to the Coach who is steering them to better decision making either through their personal life or from work related decisions.
- Unique niche – This is important because there is a target market with high levels of stress and many layers in their lives that need addressing.
- Availability and flexibility – Allows the Coach to be where the client is at all times, This allows for a comfort level and comfort zone with the client and the coach. It also allows the client an escape from reality, which is different from the direct competition as well as conventional therapists, and psychologists who typical have scheduled appointments and office hours.
- Trademarked name establishes a brand image and allows us to differentiate from the competition. It also allows for brand recognition and recognition and association.

B. WT Analysis

WT Strategies – Establish defensive plan to prevent weaknesses susceptible to threats

- Owner is not a trained psychologist – However she has great knowledge of the working world with associated accreditation and certificates to come. This allows for a closer relationship to the customer.

- Geisha negative connotations – although in Japan there are many positive connotations about Geisha, to the western world the context is not widely known. It is addressed on the website, however a little more info on how a Geisha lifestyle may help an everyday working person to live better could help diffuse this bias.

C. WO Analysis

WO Strategies – Overcome weaknesses to pursue opportunities

- Narrow market – This can be considered a niche and the simple fact that there is affordability and gender aspect attached to this allows for expansion if the need should arise for more clients or more influx of work.
- Current sales and marketing approach does not reach the target market – Through advertising strategies we can directly target the aspect of the market that needs the most help and fills the niche, thus hopefully satisfying both weaknesses.
- Insufficient information on website – This is simply a flaw or weakness, information and a site re design can help greatly improve the connectivity to the customer as well as show a better information of the life coaches.
- Electronic Media- This at first is a weakness because it doesn't allow for social integration, however in can be made into an opportunity due to the fact it can establish a relationship quicker or if the need for personal connection should arise there is always video conferencing and private retreats that can help the client.

D. SO Analysis

SO Strategies – Pursue opportunities that are good fit to strengths

By using the strengths of background and experience it would be essential to differentiate to the competition based on the fact that the owner actually can relate to the situation and knows the

proper steps to take to avoid problems either through her successes that worked or through her failures that didn't work.

Also through a unique cultural perspective, be it through Psychology, Engineering, or French Cuisine there is a good deal of knowledge in the basis of all of human life and can be related to all aspects of life. This helps to differentiate from the rest of the everyday Therapists, Psychologists or General Life Coaches.

E. Conclusion Analysis

Through the use of the TOWS Matrix, we are able to generate strategies, which are based on the factors identified during the SWOT Analysis; that is, the company's internal Strengths and Weaknesses, as well as its external Opportunities and Threats. By putting these factors into a more usable form, we can combine them into a full plan of action, which will help The Geisha Group in reaching its goals. This plan of action will illustrate how they can use their current situation to capitalize on opportunities, as well as make themselves less susceptible to outside threats.

The Geisha Group offers a unique brand of life coaching to a Mostly Female Executive client. The product, which is life Coaching is individually tailored to a person's, needs but relates to all aspects of a person's life not just their work, as it has been found in Reina Bach experiences and studies on the subject. Many of the hang-ups in the work world or general relate directly to other aspects in a person's life. Therefore she tends to look into the personal matters and hang-ups there. The individual area will tackle Work/Life Balance, Dealing with Change, Inner Peace, Wellness and Energy, Fitness, Money Energy, Spiritual, Intuition, Life Purpose and Career, Creativity, Finding Joy, Sex Appeal and Personal Attraction, Self-Acceptance and Self-Love.

Embedded in all of that is the personal aspect that Reina will try to tackle with Leading Change, Emotional Intelligence, Leadership Presence and Image, Work/Life Balance, Communication, and Conflict Management.

All of this allows for a customized personal feel that can be carried through all of the aspects that are you used to work with the clients through online and in-person programs. The company will offer online programs: classes accessible by module at anytime (providing scheduling flexibility to our client) and coaching circles. We will also offer in-person programs such as weekend workshops, retreats, and a yearlong leadership program.

There is also a large area for Geisha products, which are both developed by the Geisha Group (e.g., books, audio, video) and by others who make only the highest products that come under high scrutiny that are suitable for listing and help to fulfill the “Geisha Lifestyle”.

The total market on this type of product is quite large however when coupled with the costs and strategic clients that the Geisha Group targets (i.e. High Level Mostly Female Executives) the market shrinks to a very small size and becomes a niche market. This of course has its benefits because it is a skimming technique, it also addresses a specific area that needs work however it makes it hard to market too due to overlap and direction of where and what to advertise. Much of the marketing will be driven by word of mouth.

The specific area of using strengths to counteract threats has a few areas that can be focused on, Using Reina Bach’s training and experience, allows the client to relate directly to the Coach who is steering them to better decision making techniques as well as individual life decisions. This is

done through general sessions but her repertoire and areas of expertise in Engineering, Psychology and French Cuisine, besides her individual work experiences in organizational behavior and Organizational Development allow her to interact with the clients in a broad range of aspects and builds to her credit which differentiates herself from the rest of her competition. A unique niche is important because it shows the market that is needed and the marketing can be tailored specifically to what is needed. Essentially her market consists of an area that has not been formally addressed before or tackled where there are high levels of stress and many layers in the lives of the clients that require this level of differentiation.

Another area that is a strength that can be used against threats is Availability and flexibility. This allows the Coach to be where the client is when it is needed; it also allows the client to be comfortable in their surroundings as well as the coach being comfortable where they are needed. It allows the client an escape from reality into their own personal setting which is different from the direct competition, which may be lower cost individuals who don't have a specific niche as well as conventional therapists and psychologists who typically have scheduled appointments and office hours. This means that the individual has to leave their comfort zone in order to develop a relationship with the life coach and doesn't allow for them to interact in what they need. Finally the Trademarked name establishes a brand image and allows us to differentiate from the competition. It allows for people to see and recognize the company for quality and specifically what it is that company does.

When it comes to pursuing opportunities that are direct strengths there are some that come quickly to mind, By using the strengths of background and experience it would be essential to differentiate to the competition based on the fact that the owner actually can relate to the

situation and knows the proper steps to take to avoid problems either through her successes that worked or through her failures that didn't work. Also through a unique cultural perspective, be it through Psychology, Engineering, or French Cuisine there is a good deal of knowledge in the basis of all of human life that can be related to the clients and help guide them with problems they may be having.

Similarly, there are weaknesses and threats that need to be counteracted or avoided to better help the company grow. The Owner is not a trained psychologist; however she has great knowledge of the working world with associated accreditation and certificates. Also her past experience allows for a closer relationship to the customer that may or may not come with credentials. It may also be an opportunity or area for improvement if the owner would hire someone with those credentials or gain them herself. In addition the term Geisha may have some negative connotations to the outside world specifically western culture, Although in Japan there are many positive connotations about Geisha, to the western world the context is not widely known. It is addressed a little on the website, however a little more info on how a Geisha lifestyle may help an everyday working person to live better could help diffuse this bias and create a demand to want to live or make decisions in this way.

Finally overcoming weaknesses to pursue opportunities is a large area that needs to be addressed, most specifically the area that can lead to the most gains if used to the right advantage. A narrow market can be a bad thing in society because it limits you in size as well as potential clients however in this case it should be considered a niche. This particular niche is convenient because there is affordability and a gender aspect attached to this allows for expansion if the need should arise for more clients or more influx of work. Simply by expanding the area of marketing or what

work one can do can expand or shrink the market that is being targeted. Another weakness that can be turned into an opportunity is the current sales and marketing approach does not reach the target market. This however can be easily changed through specific advertising strategies we can directly target the aspect of the market that needs the most help and fill the niche, thus hopefully satisfying both weaknesses. In finding the target market to advertise to you can adjust sales, and grow which in turn increase your targeted current sales growth. It also adds an unseen benefit, and that is flexibility. With greater flexibility you adjust your own market and how much business your willing to take on.

We believe that the company is heading in the right direction. In order to best minimize their weaknesses and avoid possible threats, they should focus on their target market by carefully selecting their distribution channels, in order to get the product into the hands of the right customer. They should also continue to produce high quality, unique services to differentiate from the competitors, and target direct market segments through advertising in key areas.

<u>Internal:</u>	<u>Strengths</u>	<u>Weaknesses</u>
<u>External:</u>	SO Strategies	WO Strategies
<u>Opportunities</u>	Use background and experience it would be essential to differentiate to the competition based on the fact that the owner actually can relate to the situation and knows the proper steps to take to avoid problems Cultural perspective, be it through Psychology, Engineering, or French Cuisine	A narrow market - there is affordability and a gender aspect attached to this allows for expansion if the need should arise for more clients or more influx of work. Current sales and marketing approach does not reach the target market.
	ST Strategies	WT Strategies

<u>Threats</u>	<p>Availability and Flexibility - This allows the Coach to be where the client is when it is needed, it also allows the client to be comfortable in their surroundings</p> <p>Training and experience, allows the client to relate directly to the Coach</p> <p>Trademarked name establishes a brand image and allows us to differentiate from the competition.</p>	<p>Not a trained psychologist; however she has great knowledge of the working world with associated accreditation and certificates</p> <p>The term Geisha may have some negative connotations to the outside world specifically western culture.</p>
----------------	---	--

IV. Fundamental Strategy

In order to be most successful, we believe that the Geisha group should follow a differentiation focus strategy in order to attract customers of their desired target market, as well as exploring the possibility of other niche markets to attain a more profitable position in the Lifestyle Coaching market (See Figure).

	Differentiation	Cost
Broad Market	Differentiation Strategy	Cost Leadership Strategy
Narrow Market	Differentiation Focus Strategy	Cost Focus Strategy

The field of lifestyle coaching is a relatively new and emerging field. As such, it is very important for the Geisha Group to differentiate from its primary competitors, particularly those lifestyle coaches who are already focusing on Senior, “C Level” Executives (CEO’s, CFO’s, COO’s etc.) In order to do so, it is important to concentrate on a niche market while using the internal strengths of the company to their advantage.

The ideal niche, which Geisha Group has already targeted, and should continue to aggressively target, is that of female organizational leaders. Geisha group specializes in coaching that centers around health, wellness, and serenity, which helps to differentiate the company from its closest competitors, who focus on executive coaching based on factors, which occur in the workplace. One of the key beliefs of the Geisha Group is that in order to minimize the stress and challenges, which a person faces in their professional life, they must put an emphasis on handling their personal issues in order to keep their corporate life in balance.

In order to successfully penetrate the desired market, she must first create awareness of the company and the product (in this case the particular coaching methodology) to ensure that her target market knows about the company enough to understand the possible need for such coaching. As her target is going to initially focus on these female organizational leaders, it is crucial that advertising be done through channels, which will best reach this market. A Magazine such as Avenue is geared towards the elite, more affluent portion of the population, which is the same target market, which Ms. Bach and the Geisha Group are targeting. A magazine such as Women’s Health has a readership, which is over 90% female, with a large portion coming from households with an income of over \$70,000. As the Geisha Group’s coaching is still relatively

pricey, it is important to make sure that the marketing focus is not only on women, but those women who are in a comfortable position where they would be able to make such an investment.

Other publications, such as the Wall Street Journal will be a good means of advertising to the target market, as the typical reader is a businessperson or executive of some sort. In-flight magazines, such as those provided to the business class or first class customers will also target the desired market as the people who are flying in that class possess either; sufficient disposable income that they may be interested in such coaching, or work for companies which may have an interest in such coaching.

In order to be most successful, The Geisha Group must convert the idea of health, wellness, and serenity coaching from something, which is simply desirable to something, which is ultimately almost necessary for the professional success of executive women in today's corporate climate.

Coaching by The Geisha Group comes in several different forms, primarily over the phone, or in the form of a retreat. Regardless of the medium in which the coaching comes, the most important aspect is that the client feels as comfortable as possible during the coaching. This flexibility can also help to differentiate the Geisha Group from its closest competitors. While there is not a particular office location where a client can go for a coaching session, Ms. Bach does everything in her power to accommodate her clients to the best of her ability. Though most of the coaching comes in the form of phone communication, clients are also provided the opportunity to visit her home office if they find themselves in the Denver area, and she makes herself available to clients while she is in the New York area. An expansion into video-conferencing may prove to be beneficial, allowing her to theoretically "be in the same room" as her client no matter what

distance is between them. This could provide a great deal of comfort to certain clients, as people may have the predisposition that for effective coaching to take place there must be face to face communication.

The possibility of expanding into another niche market, such as that of Senior Level Male Executives should certainly be considered. However, some men may be turned away by the name Geisha, as it carries a connotation that some aspect of the coaching is innately feminine.

They should not be excluded from the marketing plan completely, as you would be segmenting and immediately eliminating a large, potentially profitable market. That being said, in the future the company should consider expanding to include perhaps a subsidiary company under a different name. The company can still operate in accordance with The Geisha Group's principals and ideas but could be finer tuned to fit males who are in similar senior executive positions.

After taking all of these factors into consideration, we believe that the Geisha Group is on the right track to successfully building their brand image, first through the desired target market and then with the possibility of expanding into different niche markets. With that being said, it is very important for the company to continue to follow a differentiation focus strategy. Their organizational philosophy is one, which relies heavily on differentiating its products for each different customer, which would make it clear that the differentiation focus strategy would be appropriate. Lifestyle coaching is a very personal thing, and one where in order for it to be effective, the client must be completely comfortable with the coach. That is something in which the Geisha Group specializes, and must continue to do in order to maintain a competitive edge over its competitors. The price of the service is fairly high and can be considered a weakness, as

it segments the market, as many cannot afford this premium. In order to persuade a person to continually spend that amount of money they must feel that they are receiving a high value from the service, and the personalized service catered to each customer/group does just that.

V. Marketing Mix

A. Introduction

The Geisha group is branded as a lifestyle and health coaching for executives, and the marketing mix strategies are used to promote and create awareness of this brand. These are the four “P's” in the marketing mix, Product, Price, Place and Promotion / Persuasion. Using this marketing mix effectively can successfully maximize the opportunities to reach the desired target market and thereby increase revenue.

Target Demographics:

Initially, the company was looking to target female organizational leaders but is also open to professional men. The company sees two distinct target markets, the public market (individuals) and the corporate market. However, we see the initial market segment to be targeted as follows:

Sex: Females (preferred)

Age: 35 and older (focus on 45 age group)

Marital Status: Married, Dating

Income: \$100,000 and up

Employment: Employed (Executive level)

Education: Bachelor’s degree and higher (Master’s and Advanced degrees preferred)

Even though professional men can certainly benefit from these services, we believe women are more receptive and so would be more likely to seek and purchase such services. Also, it is recommended to target successful female entrepreneurs (defined as those owning multi-million dollar businesses) who would like to receive coaching to enhance their lifestyle and further develop their business.

B. 4 P's: Product

The Geisha group offers a unique line of products and services that facilitate Inner Peace and Wellness. The services include:

- Personal and professional coaching
- Geisha coach training
- Wellness classes - there are four Geisha lifestyle traits, Sexy, Sassy, Saucy and Sentered.

These focus on empowering an individual to reach their full potential.

There are a variety of wellness products created by the Geisha group these are the books;

- The Geisha Leader™
- Geisha for Self-Expression©
- Geisha for Self-Expression© Workbook
- Be Your Own Geisha©

There are also non-Geisha products recommended by the owner that facilitates health and well being;

- Anti-aging skin care products (Arbonne)
- Energy and nutrition products (Univera)
- Healthy chocolate (Xocai).

The company also offers webinars such as;

- Communicating with Greater Impact
- Balancing Aggression and Nurturance
- Inspiring a Shared Vision
- Coaching Staff Through Change and Challenging Times

The company also conduct events such as;

- The Geisha Leader™ Retreat
- Wellness from the Inside Out

This is a complete line of products strategically catered towards the targeted demographic as it focuses on all aspects of health including mental, emotional and physical well-being.

We recommend that in order to reach a broader audience and cater to all the potential clients, the Geisha group should allow the Geisha products to be downloaded on audio, mobile and other digital devices. For example, offering E-books on the Nook and Kindle and customizing webinars to be downloaded on mobile phones this is to allow convenience and ease of access to the Geisha group products for those executives who prefer this method and lead a very busy lifestyle.

C. 4 P's: Price

Currently the pricing schedule for the Geisha group is as follows;

The one-hour phone leadership coaching session is priced between \$135 and \$300 per hour. For training and team building programs at the client site or off site, \$1600 - \$3000 per day. The company will like to introduce Just In Time (JIT) coaching at \$3.99 per minute to test the market. For long-term lifestyle coaching packages, the price is \$2500 for 10 hours and \$4000 for 20 hours. Long-term leadership coaching packages will be priced at \$14,000 for 6 months and

\$21,000 for a year. For the Wellness classes, each module is priced at \$99, for 5 it is \$399 and for all 10 modules it is set at \$799. Membership services are also available, from \$19 - \$49 depending on the nature of the package. For the coach training program, if obtain ICF certification, the price will be \$10,000, if not, the price will be \$5000. The company has received ICF certification so the price may be \$10,000.

One recommendation for pricing is to create a separate pricing package for individuals and for corporations. This is a practice of other coaching organizations and this will allow the company to charge a higher price for corporations thereby increasing revenue.

In addition, we recommend having a contract with corporations that have a close business relationship, for example, retaining a consulting fee. This is a way to guarantee revenue and strengthen client relationships.

For the coach training program, the price whether certified or not is very wide, therefore, it is recommended that there be a smaller price range maybe in the range \$5000 - \$8000. Also, as an incentive to retain only the best coaches the industry has to offer, the company should provide free training for those coaches who will work directly with the owner and provide 24-hour JIT coaching services and offer the above rate to those coaches who will work on contract with the company.

This is a relatively new industry and so prices are flexible. In addition, the Geisha group cost structure is similar to industry standards of: \$75 - \$200 per hour, or four half-hour sessions per month for \$200 - \$300 or eight 90-minute sessions over 5-6 months for \$800 - \$2000. Coaching for a small business or corporation on specific business, management and leadership goals can

run as much as \$750 -\$1,000 or more per month, depending on what's included, such as individual mentoring, seminars or group sessions. (<http://www.costhelper.com/cost/small-business/life-coach.html>)

One recommendation for pricing is to create a separate pricing package for individuals and for corporations. This is a practice of other coaching organizations and this will allow the company to charge a higher price for corporations thereby increasing revenue.

In addition, we recommend having a contract with corporations that have a close business relationship, for example, retaining a consulting fee. This is a way to guarantee revenue and strengthen client relationships.

D. 4 P's Place:

The Geisha group mainly offers its coaching services on the phone. In addition, the owner has a home office in Colorado as well as may travel to client's location depending on the client's need. The goal is to also go into France mainly through retreats. This is because of the rich culture, food, wine, natural atmosphere and sense of safety all define the Geisha "experience" and focus on serenity and peace.

Most coaching services are offered over the phone or online through videoconference so this is an acceptable method in the industry. However, flexibility is important as especially due to the older target demographic; there are persons who will still want to do face to face coaching. In addition, the owner should define the international market by stating whether she wants to attract persons in France and the United States or just will do retreats in France. If the goal is the

former, then proper research on the French market is important to determine the most effective methods of promoting the company's services in France.

In order for the Geisha group to provide flexibility and effectively offer the Geisha experience to the desired market the company has to hire and recruit well-experienced, well-trained coaches. Preferably, these should be individuals from various health care and social services background that will best portray the Geisha modules and coaching packages. In addition, since it is the intention of the owner to have in-person programs, it is important for these coaches to be strategically located throughout the United States, for example in the major cities where there are the most business opportunities such as New York and Los Angeles. Also, due to the interest in the French market and conducting retreats in France, there should be one or two coaches who are placed or retained in Paris. The coaches who are placed in different parts of the country can be agents or those on contract with the company who has paid for the training. We suggest hiring 5 coaches to work directly with the company that have a contract to work exclusively with the Geisha Group and no limit on the number of contract coaches as this is additional revenue for the company and an opportunity to strengthen its network.

It is recommended that the focus be on the United States market however, as the industry is growing the United States. In addition, if the company is well established, then there will be referral opportunities for clients in other countries. This is because the target demographic is senior executive level personnel and as such is likely to conduct business with other senior executives in other parts of the world.

E. 4 P's Persuasion:

The current sales and marketing efforts are focused on Search Engine Optimization (SEO), social media, word of mouth, speaking engagements by owner, articles, relationships with cooperative partners, our newsletter and books.

There are a number of marketing channel recommendations that will effectively promote awareness and maximize opportunities to reach the target market. The first is through magazines. “Advertising in magazines is still one of the most effective ways of building brands at the right time. They reach millions of people or small groups on a regular basis, deliver ROI, generate large amounts of brand awareness and significantly increase sales”

(<http://www.printpower.eu/en/why-print-media/magazines>).

According to research done by McPheters and Company, “magazines effectively delivered more than twice the number of ad impressions as TV and more than 6 times those delivered online”

(<http://mcpheters.com/2009/04/01/tv-and-magazine-ads-more-effective-than-ads-on-internet/>)

In addition, magazine ads are more likely to attract customers to your website and increase purchasing intent and 56% of consumers proactively take action after reading an ad page.

See Appendix:

(http://www.magazinescanada.ca/uploads/File/AdServices/5ReasonsWhy_sept10.pdf)

F. Recommendations

The Wall Street Journal – this magazine appeals to both the public and corporate target groups as more than three quarters of the journal readers have a college degree

(<http://weblogs.jomc.unc.edu/talkingbiznews/?p=3182>) and the average household income is

\$253,100 (wsj.com)

Women's Health Magazine – this also appeals to the target market, mainly on individuals as 92% of subscribers are women, the median age is 43 and 41% have an average household income of \$75,000 and over. In addition, total readership is 10 million. See Appendix

Self Magazine – this will also attract the public market as total female audience is over 6 million, median age is 39, average household income over \$86,000 and 79% of readers are college educated. See Appendix

Avenue Magazine - An elite Manhattan magazine that will attract the higher income public market, as the average household income is over 1 million, with 63% of readers being females and 92% graduated college or more.

In addition to using magazines as a marketing channel, it is recommended that the Geisha Group's owner Reina Bach conduct speeches and participate in many industry events. One such event is 2011 ICF Annual International Conference hosted by the International Coach Federation in September. This is a great way to not only promote the brand but also recruit potential coaches.

Other recommendations are promotion through social media such as, LinkedIn and Xing (xing.com). Also advertising on specific executive sites is another marketing channel that can be used to reach desired market; one such site is The Financial Executives Networking Group (Feng), a member online Financial Executives website, their email newsletter reaches over 30,000 financial executives 5 times a week. (<http://www.thefeng.org/ads/>)

VI. Financials

One of the challenges of small businesses going global is the complexity of dealing with language and local requirements. One of the most cost effective ways to sell across borders is to use your website, either for eCommerce, or as an informational and lead generation site. In order to build a more prominent clientele that stretches the globe, your easiest and most effective way to do this would be through your website. First, you must internationalize your website content. People are more likely to continue searching and using your material from your website if it is in their own language. This however, can be costly, but if your goals are to expand internationally it is something to look into as a good means for spending your finances. To cut down costs a bit you can use the language for the mass population in one area. For example, in Italy just focus on strict Italian dialect, it becomes difficult to differ different dialects as well as extremely expensive. Thus, keep in mind the growing Spanish population of the United States, and would be a definite benefit to even have your website translation in Spanish just for the United States. Another great idea if you do not want to make each language accessible a simple way is to link your website to the Google Translation Tool. Next, you must focus on buyer's cost and estimate shipping. Because shipping internationally can be expensive you must take into account the landing price over all over price spectrums. The landing price is the entire cost of a product when it arrives in the buyer's country. Thus, optimizing your site and search marketing for international Web visitors is one of the most important tasks because you want to know how much your making on international sales then figure if it is worth it in the long run to continue. You must then follow up with different government export regulations for your given target countries. For most goods and services you do not need governmental approval to sell over international borders, but it is always something to double check with prior to selling your

product. All of these steps will ensure good quality, effective, and efficient ways to expand your company into international waters. Neilson Company conducted studies of trends within ecommerce. Their conclusion was 40% of the world population equaling 875 million, shop on line, and this percentage is growing drastically from year to year.

Using Just-In-Time training gives you the advantage to charge more due to its shortened time between learning and application of Geisha mentality. The ability to charge more for this training is on a basis of the coach's time standards. This also will save Geisha Company from the expenditures of a teacher, and classroom time as well as the ability for you students to create a schedule that works well for them in a shortened amount of time. Research shows that 70% of information learnt in training courses are forgotten by the time those lessons are applied. Just In Time works effectively to correct this limiting the time of learning, as well as the coach's ability to learn when and where it is applicable to them. This form of training at a higher price also allows you to gain access to international applicants. Since it is all automated you can coach across the globe. When testing students the need to correct papers is eliminated and scores of test are emailed directly to you, also cutting down cost promoting more profit for your company. Using your finances on a base of 10-35 people and a start up cost of \$2,190 for Just-In-Time training can bring in multitudes of profit on a base of time well spent by each individual. The payback will be great and benefit the company ROI by roughly 3% with the use of advertising.

Leading the public journals is the Wall Street Journal reaching 1,859,758 citizens globally. An audience of 3.5 million puts this scholarly journal at the top of each corporate advances globally. Ad's run roughly in the thousands of dollars, yet their return on investment outweigh the actual expenditures. The millions of viewers enable the Wall Street Journal to connect and intrigue your

specific goal market. The financial struggles are easy to dismiss by conquering the market using this journal in both sectors of the United States as well as Europe. With your goals being those of the United States and France this scholarly journal will be a sure thing to promote Geisha product and life style at the corporate level. Your ad must be submitted thirty days in advanced and see excel spread sheet for prices which are to be billed to comply with the National Edition Rates, because your company is not region specific. Our basis of pricing is based on a non-contractual basis with the Wall Street Journal. This is to your advantage because it gives you the flexibility to promote Geisha life-styles at your leisure, and times in which you think most individuals will be searching for the “Inner Peace and Wellness.” Avenue is another prominent magazine promoting a savvy lifestyle for majority women living the city lifestyle. This target group is just what you are looking for; the corporate women living in Manhattan are a great example of the women Geisha targets, who are constantly bombarded with life decisions requiring balance. This publication has exclusive access to Manhattan’s elite in a way that is distinct from other magazines. It stems back to their creation in 1976, when our most successful designers, musicians, and lifestyle “fads” embarked into a corporate conglomerate tackling the elite Americans from all angles. Avenue’s continua growth and popularity connect to highly educated and affluent Americans. Their average household target income is \$1,700,000 and individual net worth averaging \$14,700,000. Their target reader demographic is comparable to Geisha in age base being 25-49. Each month 36,000 issues of Avenue are delivered to the most luxe segment of New York City. Their delivery dates for ads are typically a month in advanced and their dates of delivery are the month of intention. Avenue because of its target market is a great area for Geisha to promote because of its constant changing lifestyle, high quality lifestyle, and net worth margin. Another magazine fitting your target demographic is Women’s Health. This magazine is

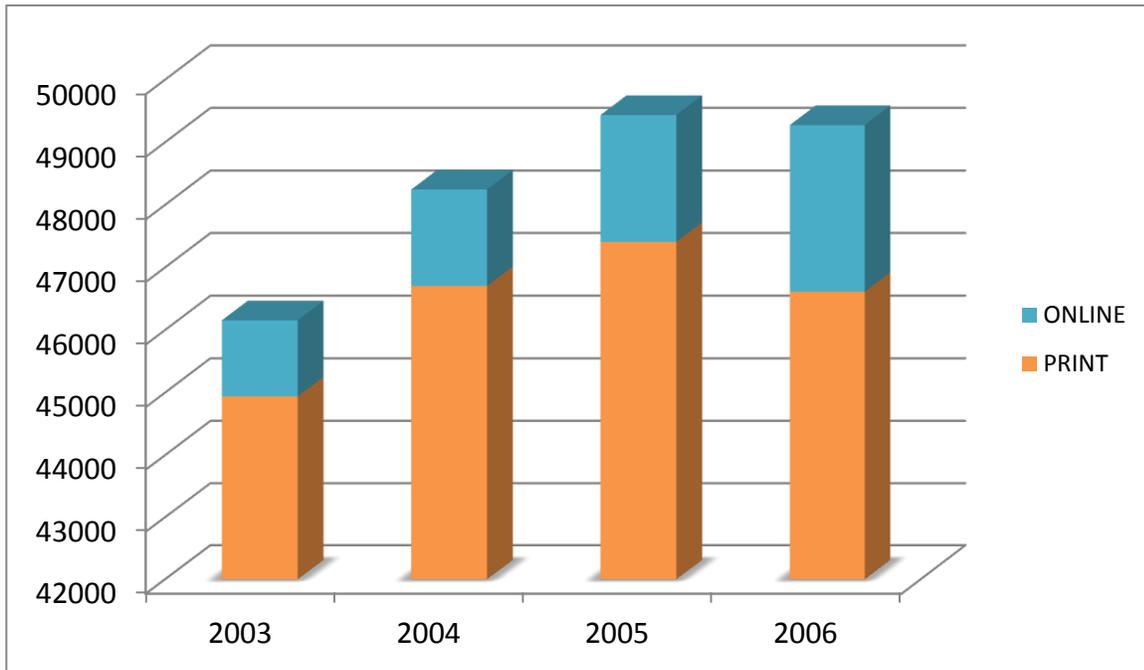
zoned around a healthy lifestyle for women, which coincides with your “Inner Peace and Wellness” goal. By using the prices below we have made hypothetical ROI profit margins. We concluded that your best guess between your goals of 2-5% increase that 3% is the most logical for the first year. We concluded that with a 3% increase on profits made by this advertising is likely. (See excel spread sheet)

GEISHA ADVERTISING FINANCES:

	U.S.A	EUROPE	GLOBAL
WALL STREET JOURNAL: (Gross Pricing)			
Column Rate:	\$1,773.12	\$648.88	\$2,018.84
Black & White Full Page:	\$233,413.12	\$45,421.60	\$254,373.84
Color Full Page:	\$285,974.37	\$55,221.60	\$332,985.69
Black and White Half Page:	\$111,706.56	\$22,710.80	\$127,186.92
Color Half Page:	\$160,152.31	\$31,710.80	\$190,036.27
AVENUE MAGAZINE:			
Full Page:	\$3,525 (1 month)		
	\$19,080 (6 months)		
Half Page:	\$2,150 (1 month)		
	\$11,640 (6 months)		
WOMEN’S HEALTH			
Full Page	\$169,145		
Half Page	\$109,945		

Self-Help books have skyrocketed in previous years. Within the year there was a 22% increase of published Self-Help books with last years reports of 13.5 million sold Self-Help books. In 2008 74% of books purchased by women were from the relationship and family category, according to book consumer trends tracker by R.R. Bowker. In many studies we see the progression of advertising growing more towards the use of Internet advertising. However, the Newspaper Association of America show that paper advertising is still more effective than online

advertisement.



(Newspaper Association of America, "Newspaper Classified Advertising Expenditures," cited in the Project for Excellence in Journalism's State of the News Media 2007.)

As we see, the orange represents the print advertising, and pricing represents revenue in the billions. With most of the world changing to ecommerce, we as citizens have not disregarded out printed materials.

250,000 Budget: Each Quarter allotted \$62,500. EACH QUARTER 90 DAYS: 3 MONTHS												
	250,000	Baseline per month	\$10,000									
ALLOTTED AMOUNT]	\$62,500/Quarter			1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	
WSI												
USA		(6 month column)		10,638				\$12,113.04				
Europe		(6 month column)		\$3,893.28				\$3,893.28				
Avenue												
USA		(6 months full page		19,080								
Europe												
Women's Health		6 month spread		845725				\$54,972.50				
USA												
Europe												
Total Amount spent per quarter			\$	33,611.28	\$	84,572.50	\$	16,006.32	\$	54,972.50	47290.65	50710.4925
Anticipated payback Minimum			\$	10,500.00	\$	11,025.00	\$	11,576.25	\$	12,155.06	12,762.82	13,400.96
Remaining Budget:			\$	216,388.72	\$	131,816.22	\$	115,809.90	\$	60,837.40	13,546.75	\$ (37,163.74)
Total Spent:			\$	33,611.28	\$	118,183.78	\$	134,190.10	\$	189,162.60	(3,546.75)	\$ 47,163.74
Estimated return from Marketing:			\$	34,619.62	\$	87,109.68	\$	16,486.51	\$	56,621.68	49,655.18	\$ 53,246.02
Estimated Profit			\$	1,008.34	\$	2,537.18	\$	480.19	\$	1,649.18	2,364.53	\$ 2,555.52
ROI:				3.00%		2.15%		0.36%		0.87%	-66.67%	5.38%
Average ROI:								0.015941192			-0.141820872	1.90%
Profit Including Amount Earned Prior to advertising			\$	\$11,008	\$	\$12,537	\$	\$10,480	\$	\$11,649	\$12,365	\$12,536
Percentage Increase				10.08%		23.37%		4.80%		16.49%	23.65%	25.36%
Total Budget Spent end of year one:	\$	189,162.60										
Over the next 3 yrs Marketing Budget Should Be	\$	316,552.58										
Avg Percent Growth over 3 yrs												
Average profit over 3 years Per Quarter	\$	2,359.26										

VII. Conclusion

By the use of all above materials we see that print advertising will benefit such a company in a logical sense. The use of ecommerce and updated website information along with overcoming international challenges will create the prosperity of The Geisha Group.

Website design is critical in any online business as the website is an extension of, and markets the business in itself. In people's minds "a not-so-good" website implies a "not-so-good" business, or service or product. Currently, the website of the Geisha Group reads like a book, a well laid-out book, but a book nonetheless. However, an important and often overlooked aspect of websites is that they allow for interactivity. Unlike other mediums, it is up to the visitor to interact with the website directly; as visitors can, not only read, but press buttons or links and manipulate the output of the website in some manner.

Creating a vibrant and interactive environment for your website visitor will add to the selling power of your product. Using Flash and not just HTML allows for a more rich and dynamic flow of the content. Flash can be used for a flash intro to your main home page or as an animated banner with pictures and testimonials.

The layout and placement of content is vital; content such as the "About Us" section should be on top of the page, along with a separate link and page for the "Contact Us" info. A suggestion is to place the "Tell Us Who You Are" Section on the same page with the "Contact Us", possibly with an "...Or Let Us Contact You" subheading. This would allow the opportunity for the

Geisha Group to create a mailing list and send a link to the Geisha blog, which would further create interest for Geisha's offerings.

A further suggestion is to place "action tabs" on the top with headings such as "Offerings", "About Us", "Testimonials", etc. Additionally, a more detailed listing of your services and details as to what these are is needed and can be placed under offerings. Additionally, animation of certain links should be considered; such as – "Be a Geisha Leader" which could include a relevant picture to attract attention to it. A resource for further suggestions to improve Geisha's website design is "Website Design for Dummies", 2nd Edition in full color. This book offers a summary of the important details that should always be considered when designing a website and is an easy-read for any web-design "newbie".

Comment on website

From website:

My journey awakened my soul, animated my spirit, and reconnected me with my dormant passions - experience joy and wellness through passionate living. That's why founded The Geisha Group. I want everyone to feel more alive, more engaged and passionate in his or her own lives. And part of reviving that passion is the sensual experience of healthy indulgence - healthy chocolate! Seizing simple, luscious sensuality is one doorway to our soul to rediscover our Signature Passions in the world. Healthy chocolate provides wellness for the body, mind and soul.

VIII. Appendix

1) http://www.magazinescanada.ca/uploads/File/AdServices/5ReasonsWhy_sept10.pdf
Magazines are not a background medium. The reading process demands 100% attention to the page in an active, fully engaged way. That means every minute spent with a magazine is prime time! With engagement like that, it's easy to understand why magazines are so powerful and influential in motivating action among their readers. 56% (net) of consumers proactively take action after reading an ad page:

Actions readers took or plan to take as a result of exposure to specific magazine ads

Consider purchasing the advertised product or service	21%
Have a more favourable opinion about the advertiser	11%
Gather more information about advertised product or service	11%
Visit the advertiser's website	10%
Purchase the advertised product or service	9%
Visit a store, dealer or other location	8%
Save the ad for future reference	6%
Recommended the product or service to a friend, colleague or family member	5%
Took any action (net)	56%

- 2) <http://th.nielsen.com/site/documents/GlobalOnlineShoppingReportFeb08.pdf>: Global Online Shopping Report
- 3) GRAPH: Newspaper Association of America, "Newspaper Classified Advertising Expenditures," cited in the Project for Excellence in Journalism's State of the News Media 2007.
- 4) WALL STREET JOURNAL:
https://docs.google.com/a/pace.edu/viewer?a=v&pid=gmail&attid=0.1&thid=12caf5bf02f8fc1e&mt=application/pdf&url=https://mail.google.com/a/pace.edu/?ui%3D2%26ik%3D78324bc1b8%26view%3Datt%26th%3D12caf5bf02f8fc1e%26attid%3D0.1%26disp%3Datt%26realattid%3Df_gh8yx3372%26zw&sig=AHIEtbQVtCmGImGuM00yjI5aBOwO2yRrQg&AuthEventSource=SSO
- 5) AVENUE:
https://docs.google.com/a/pace.edu/viewer?a=v&pid=gmail&attid=0.2&thid=12caf5bf02f8fc1e&mt=application/pdf&url=https://mail.google.com/a/pace.edu/?ui%3D2%26ik%3D78324bc1b8%26view%3Datt%26th%3D12caf5bf02f8fc1e%26attid%3D0.2%26disp%3Datt%26realattid%3Df_gh8yxbfw3%26zw&sig=AHIEtbR6MnOyvr7bFqiuEwsWIWxeU-Bg-g
- 6) WOMENS HEALTH:
<https://docs.google.com/a/pace.edu/viewer?a=v&pid=gmail&attid=0.4&thid=12caf5bf02f8fc>

[1e&mt=application/pdf&url=https://mail.google.com/a/pace.edu/?ui%3D2%26ik%3D78324bc1b8%26view%3Datt%26th%3D12caf5bf02f8fc1e%26attid%3D0.4%26disp%3Datt%26realtid%3Df_gh8yxqw75%26zw&sig=AHIEtbR3QRGJJahHnq_-t0wcFxxoFTjA4Q](https://mail.google.com/a/pace.edu/?ui%3D2%26ik%3D78324bc1b8%26view%3Datt%26th%3D12caf5bf02f8fc1e%26attid%3D0.4%26disp%3Datt%26realtid%3Df_gh8yxqw75%26zw&sig=AHIEtbR3QRGJJahHnq_-t0wcFxxoFTjA4Q)

Website: International Transformation:

Lisa.org: <http://www.lisa.org/>

Gala Global: <http://www.gala-global.org/>

Google Translation Tool: <http://translate.google.com/#>

Business.gov Guide to Exporting/Importing Specific Products:

<http://www.business.gov/expand/import-export/specific-products.html>

OECD Guidelines for consumer protection

Exports: exports.gov

Just-In-Time Training:

<http://www.ipmp.com/cart/product.php?productid=36&cat=3&page=3>

Wall Street Journal:

FINANCIALS:

ON THE BASIS OF USA AND EUROPE

Global circulation of Wall Street Journal: 1,859,758

Global Edition-Price of ad: FULL PAGE: Column rate: (gross) \$2,018.84; Black and White Full

Page (gross) \$254,373.84; Color full-page (gross) \$332,985.69; HALF PAGE: Column rate

(gross) \$2,018.84; Black and White Half Page (gross) \$127,186.92; Color full-page (gross)

\$190,036.27

DEADLINES:

ISSUE DAY	INSERTION ORDERS	MATERIAL DEADLINE
MONDAY	THURSDAY 4PM	THURSDAY 11PM
TUESDAY	FRIDAY 4PM	SUNDAY 11PM
WEDNESDAY	MONDAY 4PM	MONDAY 11PM
THURSDAY	TUESDAY 4PM	TUESDAY 11PM
FRIDAY	WEDNESDAY 4PM	WEDNESDAY 11PM

***ALL TIMES EASTERN TIME

** COLOR: insertion: 6-10 weeks prior: cannot cancel until 2 weeks prior to release date.

USA:

Wall Street Journal: circulation: 1,698,990; published Monday thru Friday exception of 8 days which are national holidays.

NATIONAL U.S.A Edition-Price of ad: FULL PAGE: Column rate: (gross) \$1,773.12;

Black and White Full Page (gross) \$233,413.12; Color full-page (gross) \$285,974.37;

HALF PAGE: Column rate (gross) \$1,773.12; Black and White Half Page (gross)

\$111,706.56; Color full-page (gross) \$160,152.31

DEADLINES:

ISSUE DAY	INSERTION ORDERS	MATERIAL DEADLINE
MONDAY	THURSDAY 5PM	FRIDAY NOON

TUESDAY	FRIDAY 5PM	MONDAY NOON
WEDNESDAY	MONDAY 5PM	TUESDAY NOON
THURSDAY	TUESDAY 5PM	WEDNESDAY NOON
FRIDAY	WEDNESDAY 5PM	THURSDAY NOON

***ALL TIMES EASTERN TIME

**COLOR: insertion: 6-10 weeks prior: cannot cancel until 2 weeks prior to release date

EUROPE

Wall Street Journal: circulation: 74,946; published Monday thru Friday exception of 7 days which are national holidays.

EUROPE Edition-Price of ad: FULL PAGE: Column rate: (gross) \$648.88; Black and White Full Page (gross) \$45,421.60; Color full-page (gross) \$55,221.60; HALF PAGE: Column rate (gross) \$648.88; Black and White Half Page (gross) \$22,710.80; Color full-page (gross) \$31,710.80

WALL STREET JOURNAL:

	USA	EUROPE
INFLUENTIAL		
Top Management	54.2%	61.8%
Influence on Corporate Funds	30.2%	41.4%
AFFLUENT		
Average House Hold	\$253,100	\$347,000
Average House Hold Net Worth	\$2,489,000	\$2,982,000
INVOLVED		
Average Time Spent Reading	65 minutes	42 minutes
Usage of the Journal	72.2%	52.2%

Avenue Magazine:

DEADLINE:

ISSUE	BOOKING DEADLINE	MATERIAL DEADLINE	DELIVERY
January	December 11	December 18	January 8
February	January 8	January 15	February 5
March	February 5	February 12	March 5
April	March 5	March 12	April 2
May	April 2	April 9	April 30
June	May 7	May 14	June 4
July	June 11	June 18	July 9
August	July 9	July 16	August 6

September	August 13	August 20	September 10
October	September 10	September 17	October 8
November	October 8	October 15	November 5
December	November 5	November 12	December 3

Women's Health

Total Audience	10,948,950
Median Age	43.4
Median House Hold Income	\$63,422
Women	92%
Men	8%
Age 18-34	31%
Age 35 plus	69%
Age 18-49	65%
Age 25-49	53%
Age 25-45	63%
House Hold Income \$50,000 plus	61%
House Hold Income \$60,000 plus	53%
House Hold Income \$70,000 plus	41%
Married	57%
Single	43%
Children in House Hold	48%
Any College	60%
Grad College Plus	27%
Employed Full-Time	48%
Own Home	67%

Women Health Advertising

RUN OF BOOK	4C
Full Page	\$ 169,145
2/3 Page	\$ 131,935
1/2 Page	\$ 109,945
1/3 Page	\$ 73,300
COVER	
2 nd Cover	\$ 202,975
3 rd Cover	\$186,060
4 th Cover	\$219,890

Excel Worksheet Object

250,000 Budget: Each Quarter allotted \$62,500: EACH QUARTER 90 DAYS: 3 MONTHS		
	250,000	Baseline per month
ALLOTTED AMOUNT)		\$10,000
		\$62,500/ Quarter

