



Cam Marston -
Generations Update & Closing Summary



generations: usa

Matures

> 72 yo

**Baby
Boomers**

53 to 71 yo

GenX

38 to 52 yo

**Millennials
(GenY)**

17 to 37 yo

**iGen
Connecteds**

Plurals

Gen Z

< 16 yo

anatomy of generations

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Boomers



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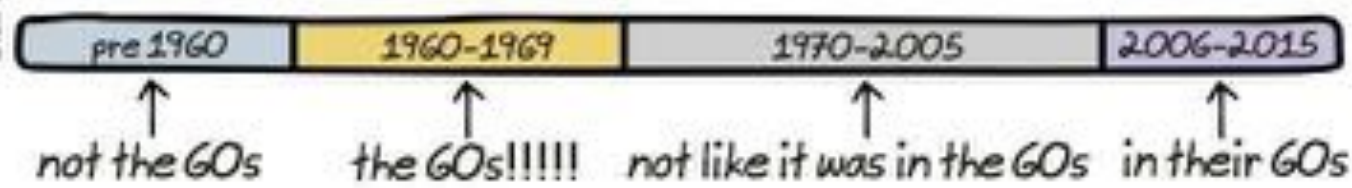
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Boomers



Gen Xers



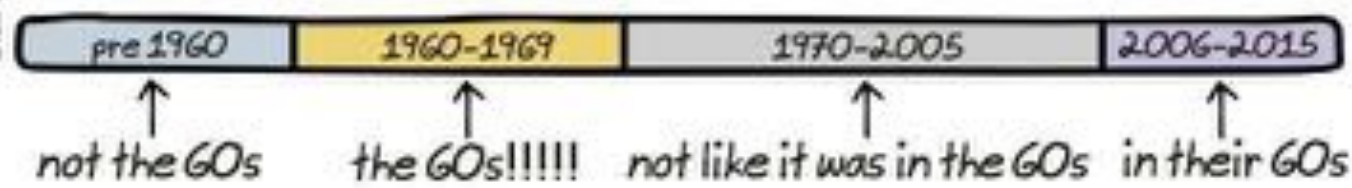
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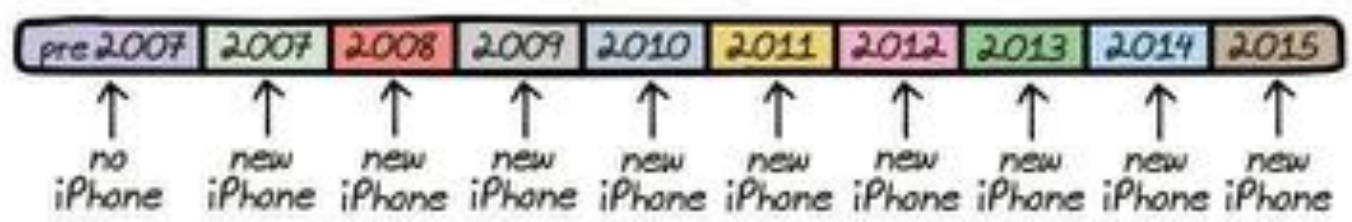
Boomers



Gen Xers



Millennials



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Annica:

- 1) "Nature optimizes, not maximizes."
- 2) Ask the right question: "Do they want air conditioning or do they want thermal comfort?"
- 3) Is there a solution offered by nature to a problem you're struggling with?
- 4) Is there a solution offered by nature that will make us better at...?



James:

- 1) Plug the holes that are leaking right now.
- 2) The Millennials and their demand gap.

Birth Certificate Age
-5 (maybe 7!) yrs
Life stage age
compared to older gens.

Engage, interact, talk to, etc. with this in mind.



Anna:

- 1) "Access is as valuable as ownership."
- 2) Is a boat a tool or a toy?
- 3) Does the next gen want more technology on their boat or less? What do they want that technology to do?
- 4) How does a generation seeking "experiences" engage a tech heavy boat?



Dror:

- 1) Where does the boating experience start?
- 2) Question what you're told.
- 3) It's a toy that has tool functions.
- 4) Multi-use adaptations



what seems to matter to Boomer customers

- ▶ Company History
- ▶ Name recognition / Brand awareness
- ▶ Tenure in the marketplace
- ▶ Historical Quality





What seems to matter:

35-49
YRS OLD

Gen X & The Millennials

- ▶ The Individual, the Ego
- ▶ How things will affect their lives
- ▶ How things will make them distinct
- ▶ How you'll impact their future
- ▶ How they're different





Simple way to understand:

- For Boomers & Matures: Talk to me about you and your background.
- For Gen X & Millennials: Talk to me about me and how you'll change my future and make me happy.



Overcoming obstacles and the pursuit of happiness

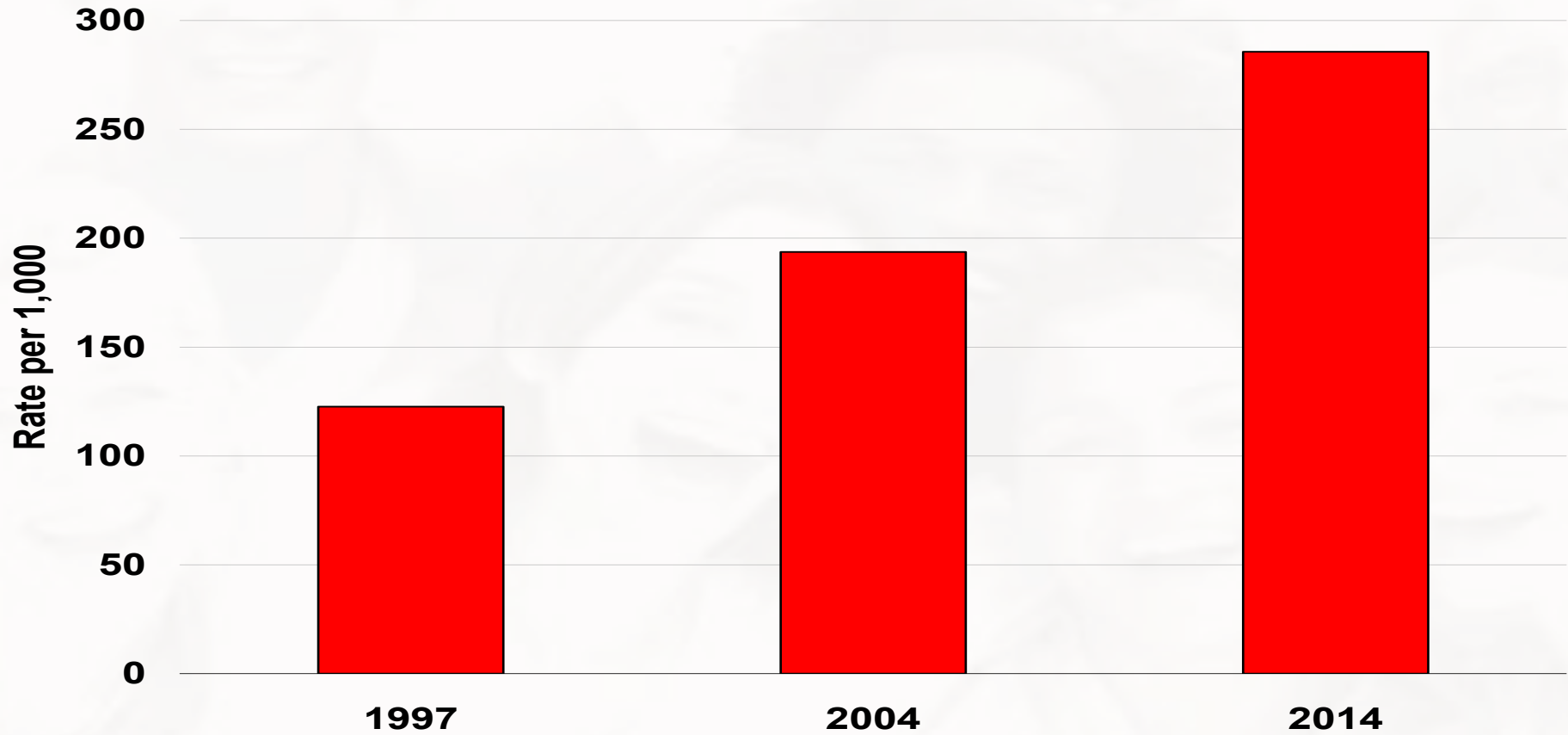


happiness?

- Have we unwittingly promised happiness to the next generation?
- Do they think it is something that can be given to them?



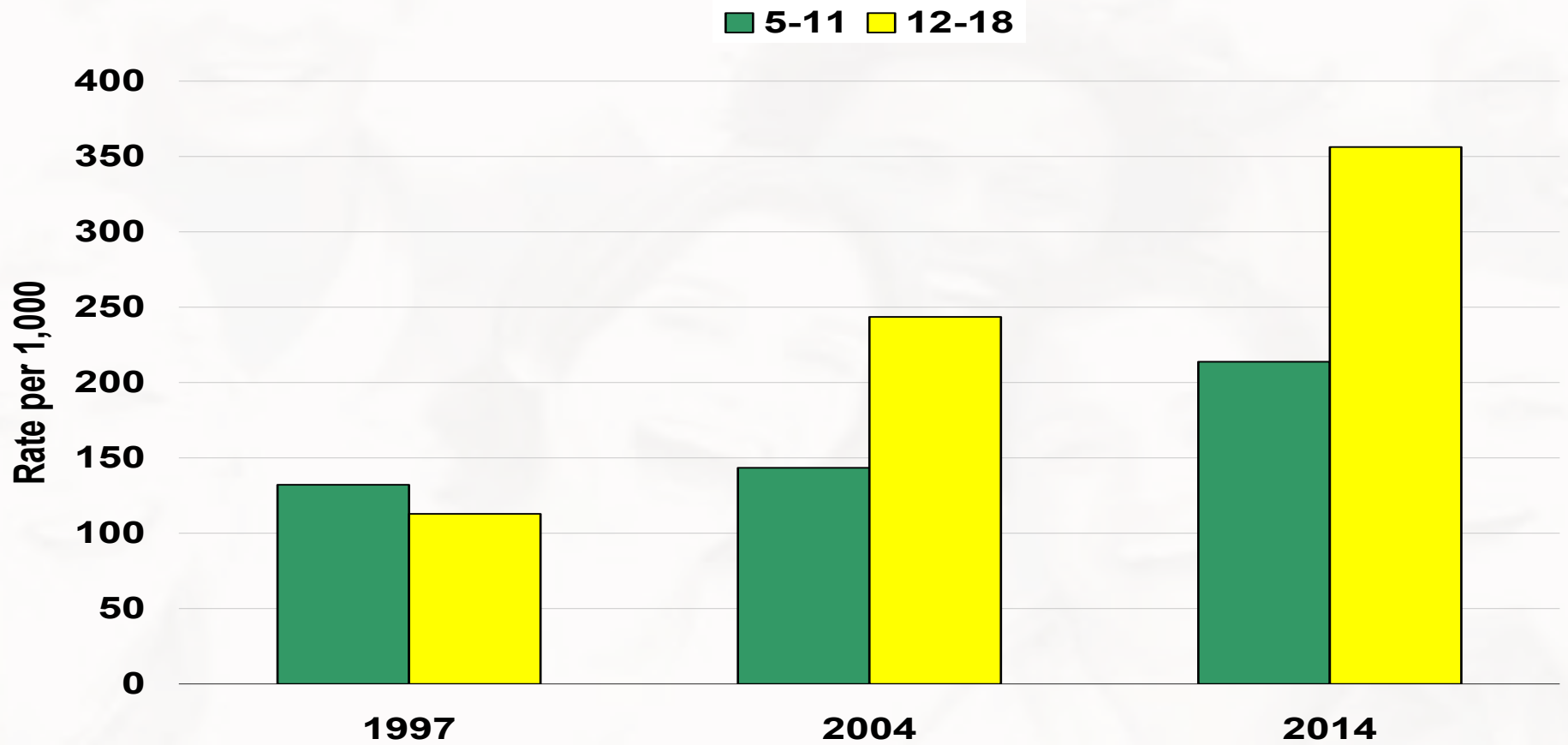
Prescription purchases for mental health disorders (rate)



Source: Agency for Healthcare Research and Quality, Medical Expenditure Panel Survey



Prescription purchases for mental health disorders (rate)



Source: Agency for Healthcare Research and Quality, Medical Expenditure Panel Survey



lesson:

- Parenting styles combined with advances in technology have done away with many of the hurdles of growing up. Some of what has been lost along the way are the defining struggles of childhood:
 - boredom on a summer day
 - finding a summer job
 - learning to communicate and empathize
 - conflict management
- Boomers shouldn't expect the younger generations to have the same backgrounds.
- Boomer backgrounds show accomplishments over struggles.
- Theirs will show accomplishments but probably many fewer struggles.

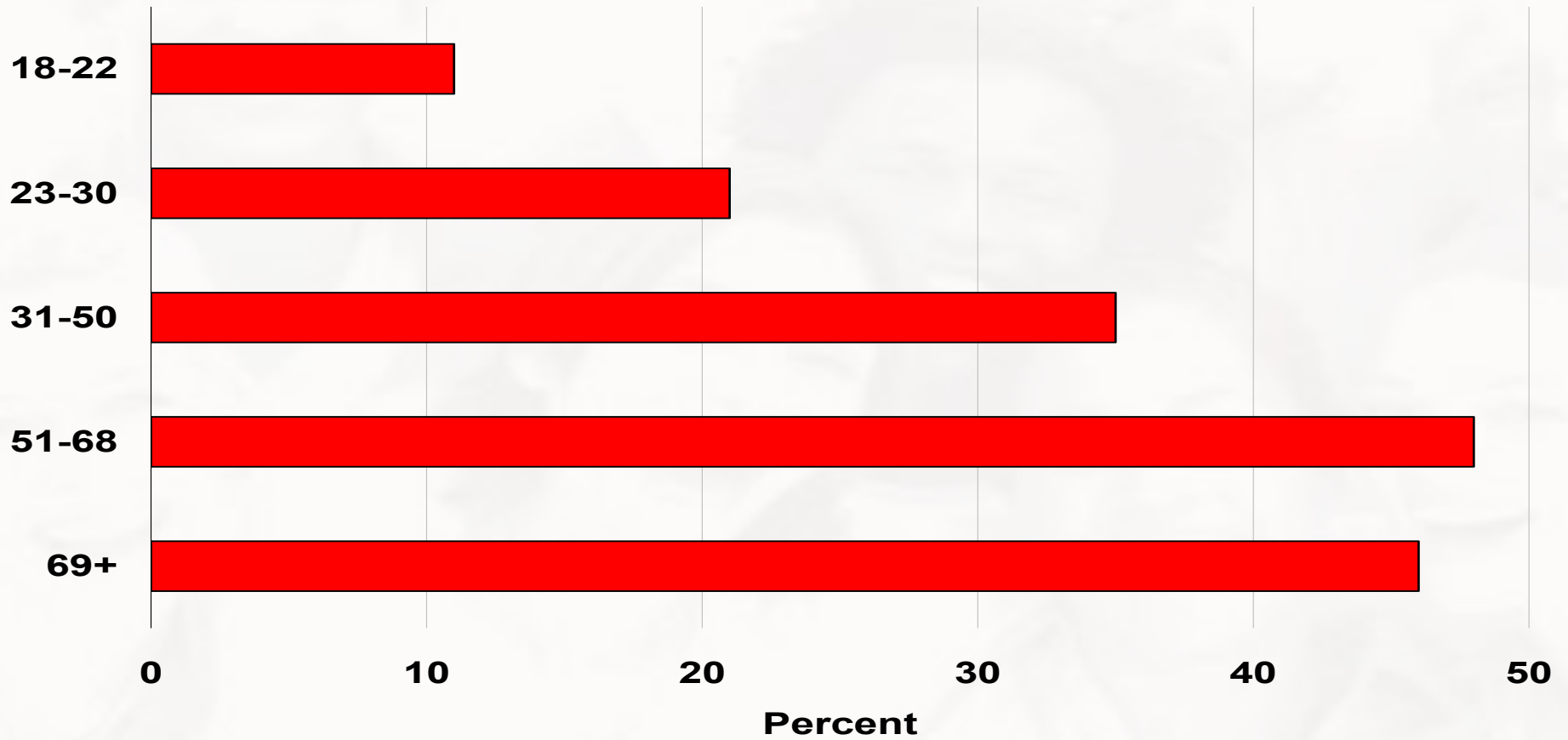


2014 GOVERNOR'S CUP
30TH PLACE KINDERGARTEN





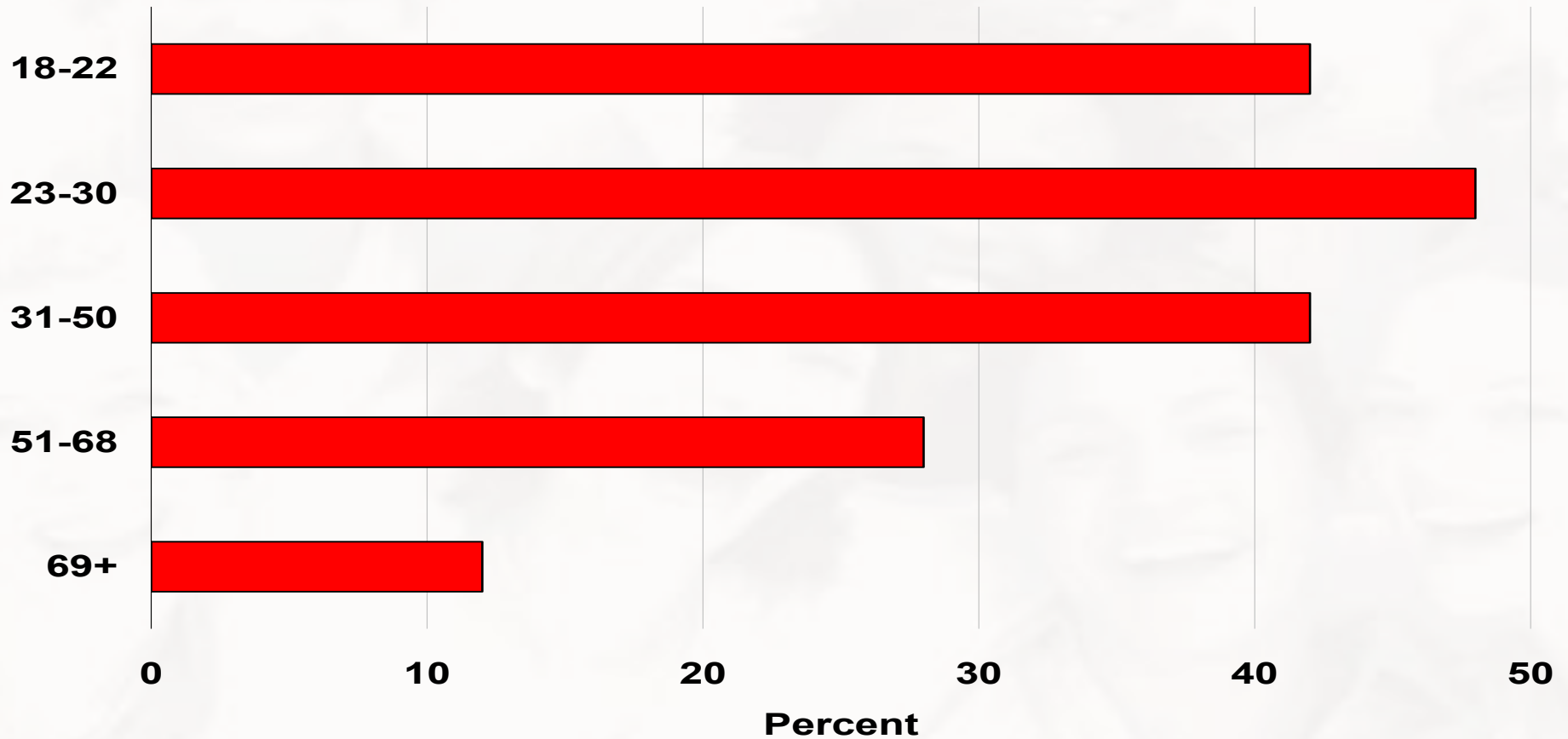
Tried product because of: print magazine/newspaper ad, 2015



Source: Accenture Digital



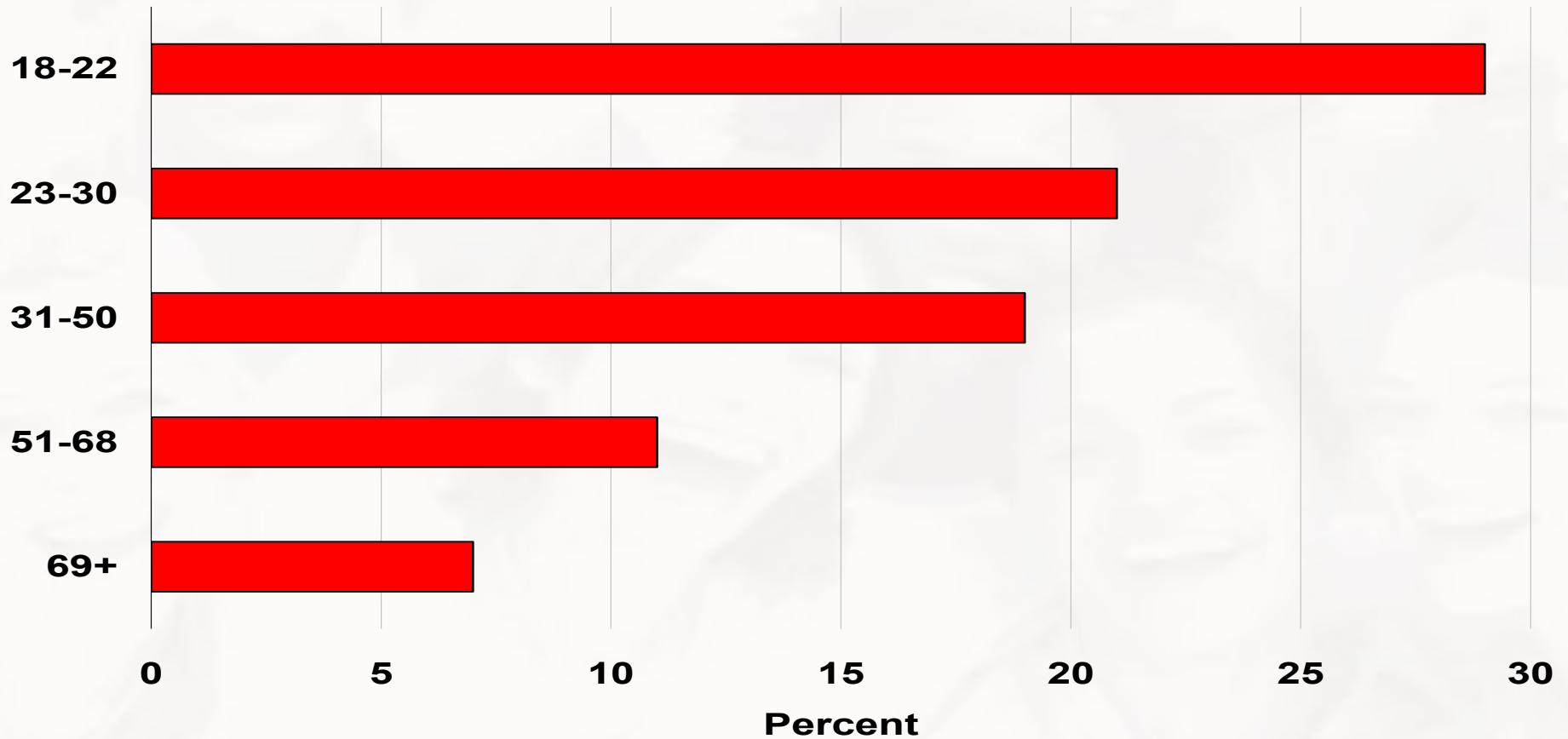
Tried product because of: social media ad, 2015



Source: Accenture Digital



Tried product because of: YouTube ad, 2015



Source: Accenture Digital



HENRYs

< 36
YRS OLD

High Earner Not Rich Yet (\$100k - \$249k)

- Luxury = durable & high quality
- **Seek experiences.**
- Modern. Current. Today. Relevant. Not Traditional.
- Social media. Top = Instagram
- Mobile media.
- Social Influencers.

Matures (aka GI, Silents, Traditionalists)

Baby Boomer

Generation X

Millennials (aka Gen Y)



HENRYs

< 36
YRS OLD

High Earner Not Rich Yet (\$100k - \$249k)

- They express themselves through these products.
- Marketing needs to be present in many locations - phones, computer, emails, etc.
- Long time to develop the relationships.
- Customization for individuality where possible

Matures (aka GI, Silents, Traditionalists)

Baby Boomer

Generation X

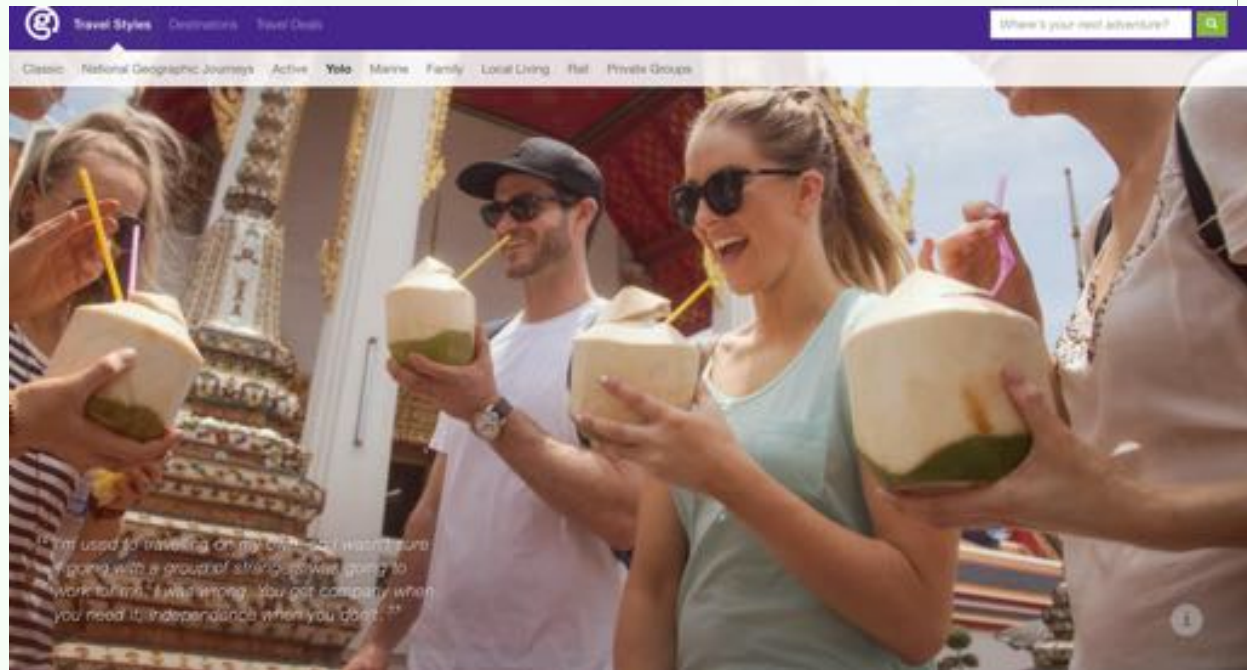
Millennials (aka Gen Y)



Targeting Millennial Customers:

< 36
YRS OLD

- Appeal to them in groups. Show photos of them together enjoying the products. Offer demo's or shows to groups, not solely individuals.



Matures (aka GI, Silents, Traditionalists)

Baby Boomer

Generation X

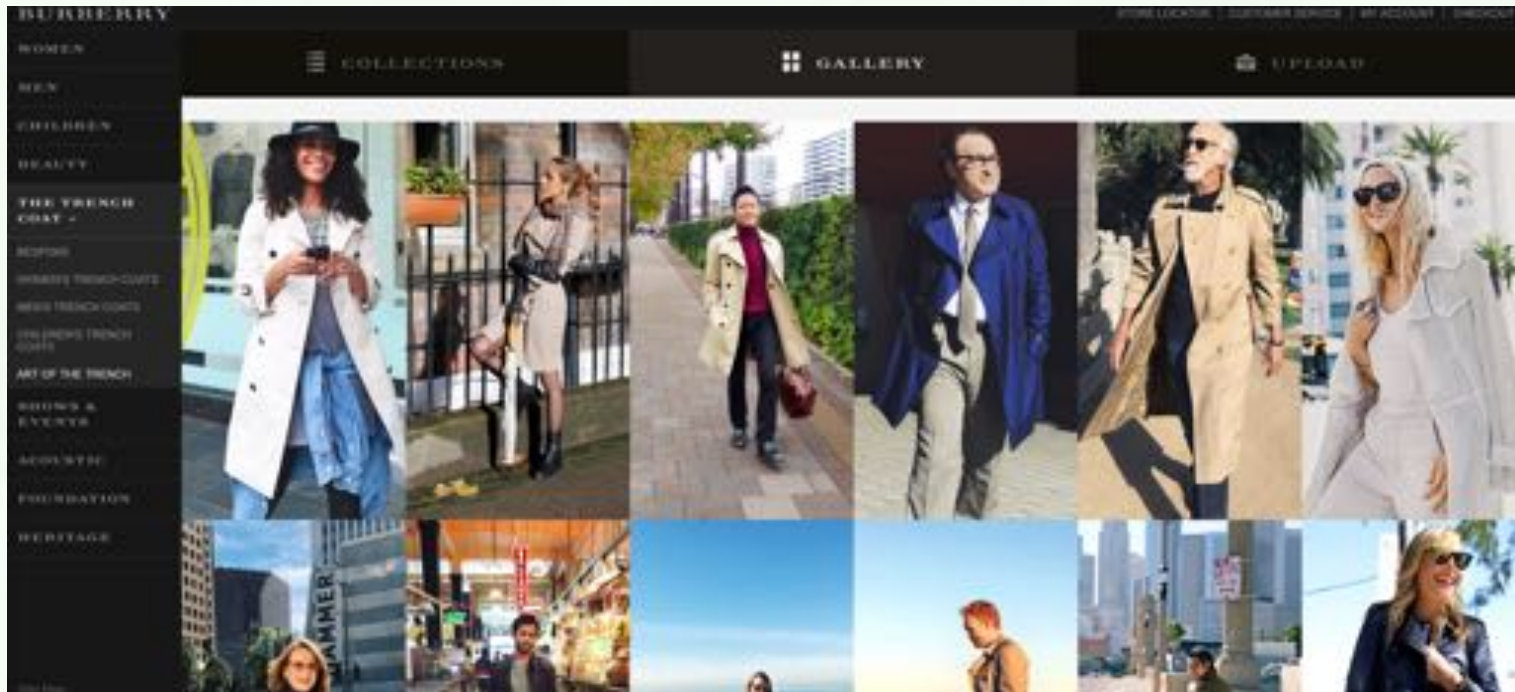
Millennials (aka Gen Y)



Targeting Millennial Customers:

< 36
YRS OLD

- Customization / Personalization where possible. Direct connection with the manu.





Targeting Millennial Customers:

< 36
YRS OLD

- Altruistic work. Give back. Make the world better.





Targeting Millennial Customers:

< 36
YRS OLD

- Product is about the access to different places. About the experience.

DEPARTURES CITY GUIDES TRAVEL FASHION ART + CULTURE HOME + DESIGN

Moulton Cabot at the 2016 Ryder Cup ▶ Report ▶

— Travel —

Wild, Wild Horses: Iceland's Rite of the Round Up

Every fall, Icelandic farmers herd their untamed foals out of the mountains and back home to the stables. Gutsy travelers can join them in the rugged Vatnsdalur valley to witness the centuries-old tradition take place. But to do so, you'd better be as tough as a Viking.

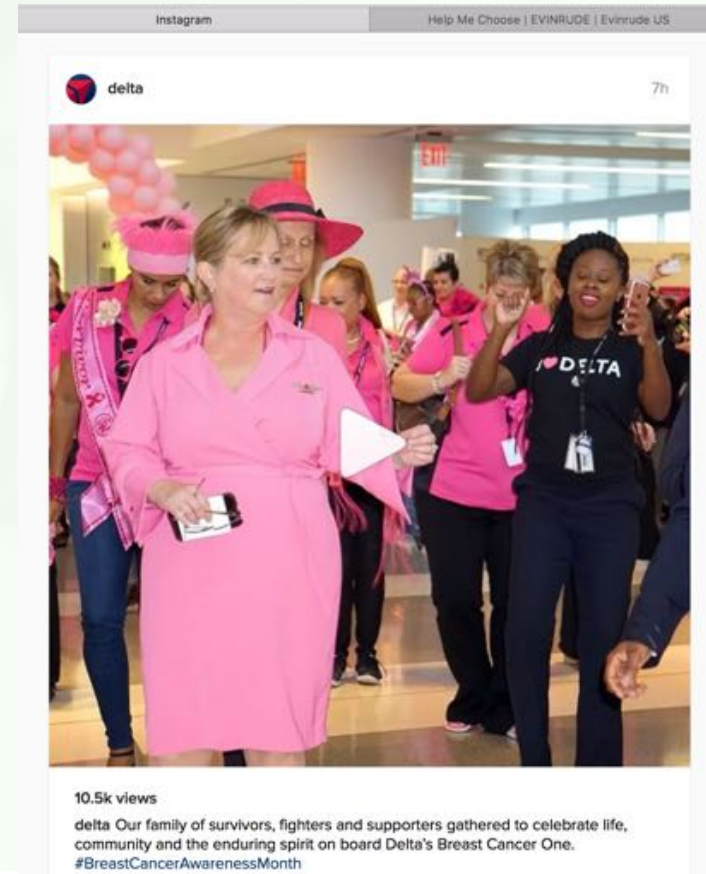
SEE STORY



Targeting Millennial Customers:

< 36
YRS OLD

- Social media. For high end items, Instagram is tops. Frequent, well done content that touches on everything on this list thus far.





Targeting Millennial Customers:

< 36
YRS OLD

- Social media from the dealer level - dealers and users posting and tagging using product locally.

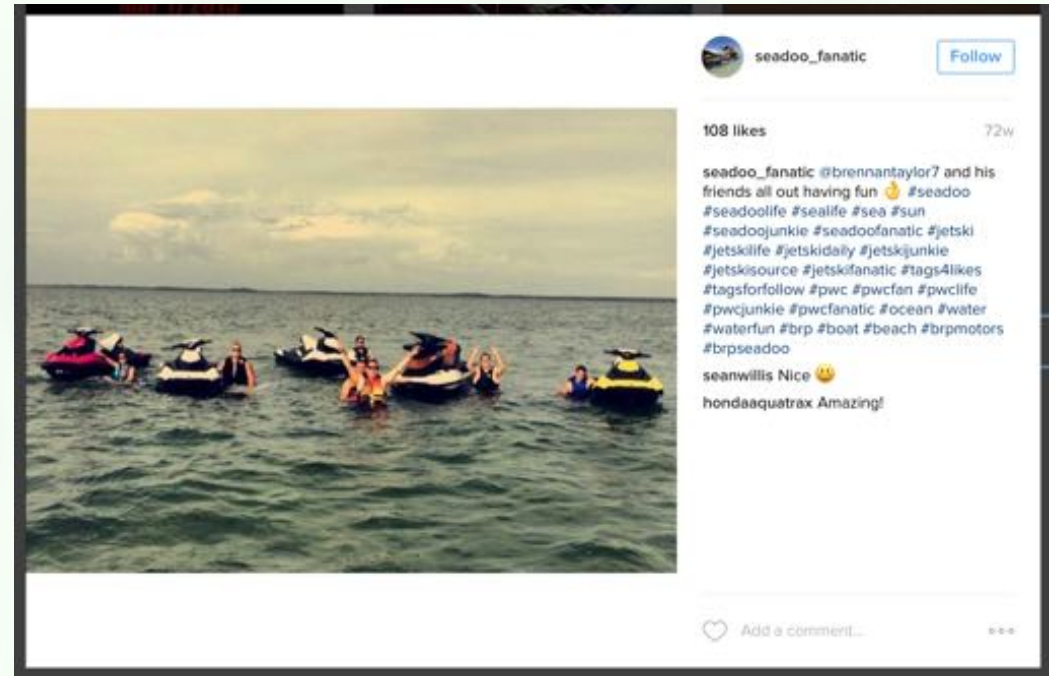




Targeting Millennial Customers:

< 36
YRS OLD

- Social media from the dealer level - showing groups / friends together.





Targeting Millennial Customers:

< 36
YRS OLD

- The sharing economy is real. Is there a way to adapt to it? Time-share model? Net-Jets model?

The Economist World politics Business & finance Economics Science & technology Culture

Peer-to-peer rental
The rise of the sharing economy

On the internet, everything is for hire
Mar 9th 2013 | From the print edition

Timekeeper Like 8.1K Tweet

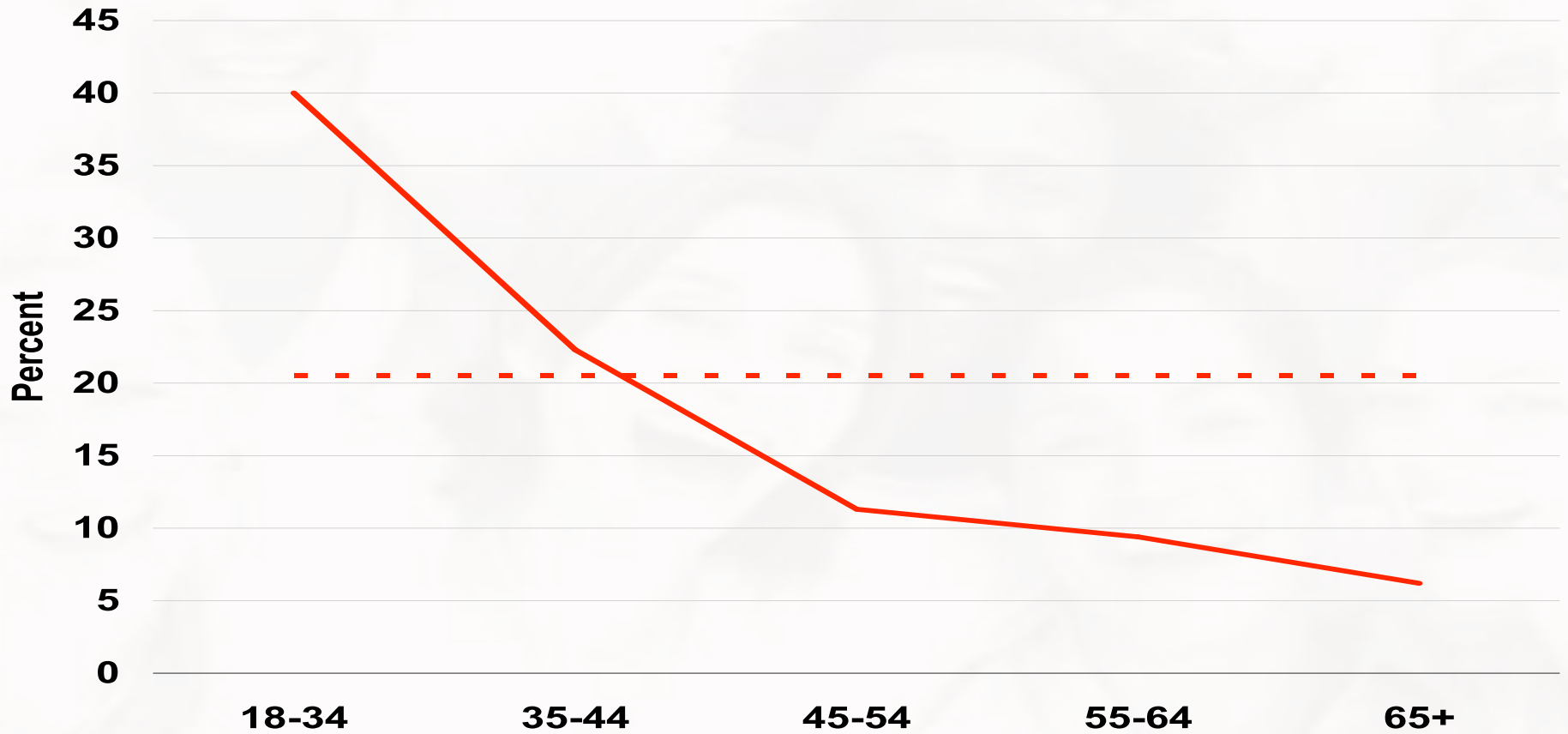
Derek Bacon/Shutterstock

LAST night 40,000 people rented accommodation from a service that offers 250,000 rooms in 30,000 cities in 192 countries. They chose their rooms and paid for everything online. But their beds were provided by private individuals, rather than a hotel chain. Hosts and guests were matched up by Airbnb, a firm based in San Francisco. Since its launch in 2008 more than 4m people have used it—2.5m of them in 2012 alone. It is the most prominent example of a huge new “sharing economy”, in which people rent beds, cars, boats and other assets directly from each other, co-ordinated via the internet.

HTS



Share economy users, Ontario, 2015 (%)



Source: Ontario Chamber of Commerce



Targeting Millennial Customers:

< 36
YRS OLD

- At the dealer level (local/regional, small, family owned) the successor must "get it." Must understand all of this and model the next gen business with the next gen consumer in mind.





Online Impressions

37-51
YRS OLD

SHOW SOME PERSONALITY

Show some of your character, the real you.



Simon Baker / Chief Executive Officer

37-51
YRS OLD

Simon Baker is the founder of Baker Ave Asset Management and chairman of the investment committee. He oversees the investment process and leads the development of Baker Ave's strategies and services.

Before launching Baker Ave in 2004, Simon was a managing director at Banc of America Securities, where he was responsible for managing wealth and risk with the private banks's high-net-forth clients and family offices. Prior to that, he served as director first at Donaldson, Lufkin & Jenrette (DLJ), then at Credit Suisse First Boston. Simon began his wealth management career at Morgan Stanley in San Francisco in 1994.

Simon graduated cum laude with a B.A. in economics & French from Hartwick College, NY.

He is a cast member on CNBC Half Time show 'Fast Money', Yahoo 'Breakout' and often quoted in the Wall Street Journal and other financial publications.



Rollover For
The "Real" Me



Simon Baker / Chief Executive Officer

37-51
YRS OLD



On the personal side:

Simon is a native of Nottingham, England who originally came to the U.S. on a Division 1 soccer scholarship. His mother thought it would be a quick 4 years across the pond and then he'd return home. That was 20 years ago and she's still waiting.

Simon still plays soccer on the weekends and recently learned how to kite surf. He sits on the board of the California Shakespeare Theater, as well as the advisory boards of Girls Incorporated of Alameda County and the Achieve Program. Through Achieve, Baker Ave gives full 4-year high school scholarships to 2 Oakland students from low-income families. Simon lives in New York with his English Sheep dog, Mr. Riley.

Something you may not know about Simon:

While in college, Simon had a summer job in London covering Wimbledon for HBO. There was a lot of rain during the tournament that year, so HBO had to find ways to kill time on the live feed. During one rain delay, Simon performed a skit with Cris Collinsworth in which he challenged the famed sportscaster to a "slide off" down a muddy embankment. Cris accepted the challenge and jumped. Simon, the instigator, didn't. His only response: "Those crazy Americans."



Eric Jardine, CFA / Sr. Portfolio Mgr.

37-51
YRS OLD

Eric is a Senior Portfolio Manager and Head Trader at BakerAvenue. In addition he oversees our hedging strategies and serves on the investment committee.

Prior to joining BakerAvenue, Eric was a proprietary derivatives trader at Wells Fargo Bank in the Capital Markets group. While at Wells Fargo, he was responsible for the risk management of a 500-million-dollar derivatives portfolio with products tied to the equity, interest rate, and foreign exchange markets. In addition to investing the bank's capital in a proprietary options portfolio, Eric structured hedging solutions and equity-linked notes for individuals and institutions.

Eric graduated from the University of Colorado with a B.S. in business administration. He is a Chartered Financial Analyst (CFA) charterholder and a member of the CFA Society of San Francisco.



Rollover For
The "Real" Me



Eric Jardine, CFA / Sr. Portfolio Mgr.

37-51
YRS OLD



Eric is a member of the board of elders at Regeneration Church in Oakland and active in several nonprofit organizations that serve youth and children in need locally in the bay area and in Africa.

He and his wife, Rebecca are parents to 3 children, Josiah, Alana, and Alexa, a set of triplets born in July 2008. All parents like to think that their kids are one in a million, but since the odds of having healthy spontaneous triplets are almost as low as winning the lottery, Eric is proud to say that his children actually are.

Something you may not know about Eric:

Eric likes to ski, surf, and spend time outdoors. He was a ski instructor at Vail for several winters teaching turns to a few now-famous names in banking and sports. One winter he logged over 150 days of skiing, which equates to just 2 non-snow days per month for an entire ski season. And just in case you're concerned, Eric wants you to know that last year he logged only 6 days on the mountain.



MILLENNIALS

(1980 - 2000)





Technology

Matures: Massive construction

Boomers: Household conveniences

Gen X: Computer hardware

Millennials: Software



Millennials?

1. Is owning a boat "fun?" Or is fun defined as "boating."
2. What is "quality time"?
3. What does "success" look like?

Is the answer right in front of us?



Millennial media consumers, 2015 (%)

| Type | Life-Stage | Media Habits |
|---|--|--|
| Unattached, 18-24 (34%) | Not yet started families Not yet started careers | Rarely follow current events – they “bump into news” Go online for entertainment |
| Explorers, 18-24 (16%) | Not yet started families Not yet started careers More males than females | Seek out news Believe in the civic/social benefits of following news Gravitate to “news you can use” |
| Distractions, 25-34 (27%) | Many have families Middle class | Do not seek out news Tend to not use news for civic/social purposes Gravitate to “news you can use” |
| Activists, 25-34 (23%) | Established families Established careers Established connections to community Racially/ethnically diverse | Seek out news Care about issues Majority will pay for online news |

Source: Media Insight Project



To succeed you must:

- 1) Know your customer.
- 2) Know your people.
- 3) Know your product.
- 4) Know yourself.



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Cam Marston -
Generations Update & Closing Summary