



Federal Asian Pacific American Council
Southwest Chapter
Market Strategy
June 2015

Prepared and Reviewed
By
FAPAC Southwest Officers & Executive Board Members



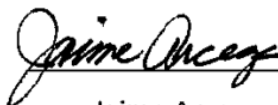
Daniel I. Gruta
President & CEO



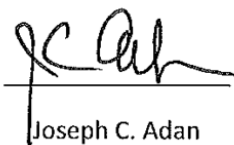
Rene Lau
COO



Catherine Jose
Secretary & Historian



Jaime Arcega
CFO



Joseph C. Adan
DCFO



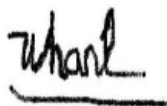
Chhem Young-Pen
Auditor



Edgar Becerra
Board Member



Paul Memije
Board Member



7/28/15

Sharon Nicholas
Board Member

Table of Contents

INTRODUCTION	5
PURPOSE	5
MISSION	5
VISION	6
BACKGROUND	6
STRATEGY	6
ANNEX A – INFORMATION OPERATION:.....	6
ANNEX B- NETWORK BUILDING:	7
ANNEX C-PROFESSIONAL DEVELOPMENT	7
CONCLUSION	7
ANNEX A – INFORMATION OPERATION	8
SITUATION:.....	8
INTENTIONS AND DESIRED EFFECTS	9
TASKS:	9
COORDINATION:	12
ANNEX B – NETWORK BUILDING	13
SITUATION:.....	13
INTENTIONS AND DESIRED EFFECTS: The	13
TASKS:	13
COORDINATION:	14
ANNEX C – PROFESSIONAL DEVELOPMENT	15
SITUATION:.....	15
INTENTIONS AND DESIRED EFFECTS:	16
TASK:	16

Coordination:	17
ANNEX D – MARKET PROFILE.....	18

INTRODUCTION

PURPOSE

The Federal Asian Pacific American Council Southwest (FAPACSW) Market Strategy provides focused objectives in the planning and execution of its organizational activities to accomplish its mission and realize its vision. The strategy is founded on three pillars: Information Operation (IO), Network Building, and Professional Development (PRODEV). This document is called a market strategy because it focuses its objectives on FAPACSW's target audience. Our target audience consists of our members, prospective members, and supporters.

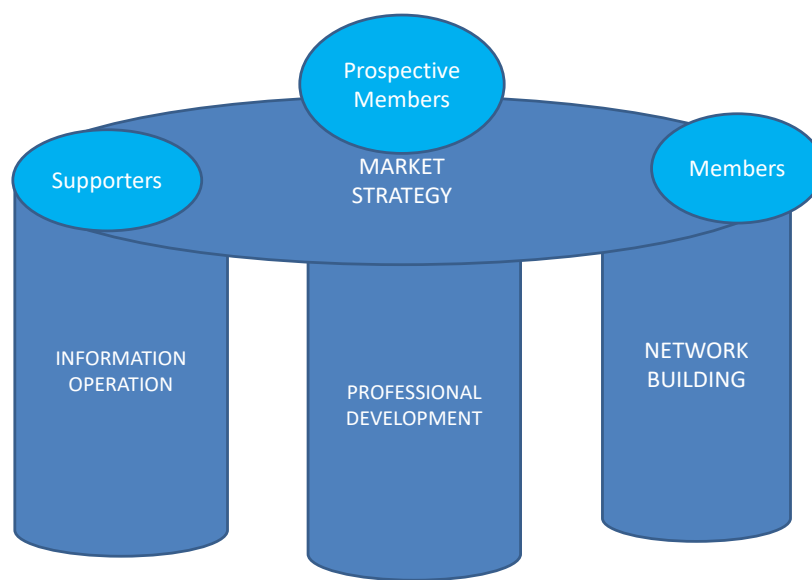


Figure 1 FAPACSW Market Strategy

MISSION

FAPAC Southwest is an organization that promotes equal opportunity and diversity among Asian Pacific Americans within the Federal Government. FAPAC Southwest encourages the participation and advancement of APAs in the Federal Workforce.

VISION

FAPAC Southwest is a nationally recognized regional organization that serves as a conduit through which interests, issues, and representation of APAs in the Federal Government are addressed. It will promote partnership with the public and private sectors in the community it serves.

BACKGROUND

Before FAPAC Southwest can achieve our vision, it must establish repeatable activities that define our mission. As it looks at its mission, it must do so with the various actors that impacts its existence, such as its members, prospective members, and supporters in mind. These actors will be referred to as its target audience. This is the reason that current FAPAC Southwest President and CEO published the list of priorities, titled "CEO Memo One." It was written to refocus organizational resources on good governance, professional development, member participation, and network building. While FAPACSW has made progress its governance, this strategy document is required to address and execute the other areas that CEO Memo One addresses.

For the purpose of this document, examples of supporters are the various Federal and community leaders that view FAPAC Southwest as the conduit through which interests, issues, and representation of APAs in the Federal Government are addressed, as stated in FAPACSW's Constitution. Members are those individuals that are in the organization's roster and prospective members are individuals that under the FAPACSW Constitution can become regular or associate members.

STRATEGY

Several interrelated factors are taken into account in formulating this strategy. First among them is that to accomplish our mission and realize our vision, we must know our market and environment. This document defines our market as our target audience, consisting of our members, prospective members, and supporters. Without their participation and support, our organization will not accomplish its mission and realize its vision. Worse yet, it can lead to the demise and ultimately its extinction. The organization must therefore make its activities relevant to the needs of its target audience. This strategy is supported by the Information Operation, Network Building, and Professional Development Pillars. FAPACSW will adjust activities to accomplish our mission and realize our vision.

ANNEX A – INFORMATION OPERATION: The creation of activities by itself is not enough to sustain the organization's existence. Its activities must change with the changing demographics of its target audience and their environment. To do this, FAPACSW must treat information as a corporate asset. It must be able to communicate what it has to offer to its target audience. At the same time, it must be able to gain feedback from its members and know where its prospective members and supporters are. ANNEX A – Information Operations, provides details on this pillar of our market strategy.

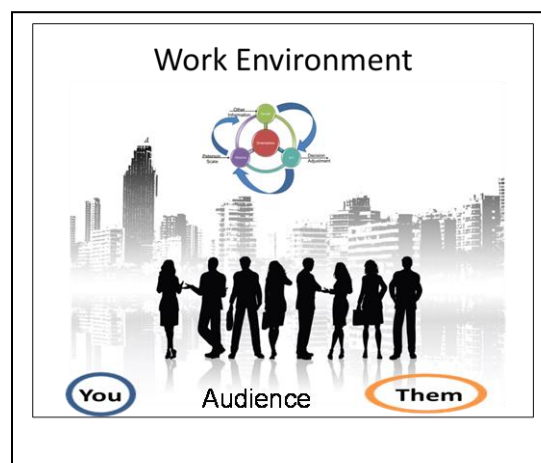
ANNEX B- NETWORK BUILDING: It is not enough that we communicate with our target audience. As an organization, we must show physical presence within the geographic area to reinforce our existence. This is accomplished by social activities outside working hours. There's so much we can learn from one another in a social setting. When all is said and done, this organization is about building relationships based on trust with our members, prospective members, the APA community, and its supporters within the Federal Government. ANNEX B- Network Building provides details on this pillar of the market strategy and how we can distinguish ourselves from other social events.

ANNEX C-PROFESSIONAL DEVELOPMENT: Our target audience can find networking opportunities in many other locations and venues, but they will ultimately want to know what we can do for them in their current career track. They will ask if we really mean what we say in our mission and vision statements. ANNEX C-Professional Development details how we can provide our target audience the knowledge of how to take charge of careers by knowing how to engage their leadership and influence their environment. The training that we provide must be personalized to the situation that an APA faces in his or her work environment.

The above pillars of the market strategy will no doubt form working groups to plan and execute its activities. As it does this, it must always take the demographics of the target audience in mind. As it plans its activities, it is to use ANNEX D, the market profile sheets as the format to plan and execute their activities.

CONCLUSION

FAPACSW must implement its Market Strategy to help develop focused goals and objectives towards the planning and execution of its organizational mission, and in order to realize its vision. The strategy is founded on three pillars: Information Operation (IO), Network Building, and Professional Development (PRODEV). It focuses its objectives on FAPACSW's target audience. Our target audience consists of our members, prospective members, and supporters. ANNEX D classifies them and guides us on how to engage them based on demographics. This strategy is its roadmap towards transformation. To borrow a quote from General Eric Shinseki (U.S. Army, Retired), "You may hate transformation, but you will hate irrelevance even more." As a progressive organization, FAPACSW must transform to stay relevant to our target audience. Without them, we are out of business. We cannot accomplish our mission and realize our vision.



ANNEX A – INFORMATION OPERATION

SITUATION: The availability of information is critical in creating knowledge for our members, prospective members, and supporters in order for our organization to operate and realize its mission and vision. Yet, a member of the Senior Executive Service (SES) and other senior civil servants have said that one of the reasons that they cannot refer other APAs to FAPAC Southwest is that knowledge is scarce about what FAPAC is and what it does for its members.

Although we have made strides on our website, not all our members are equipped to tell others about FAPAC Southwest. Also, we are limited by the email distribution from our outdated membership roster. Figure A-1 below illustrates the limit of communications capability.

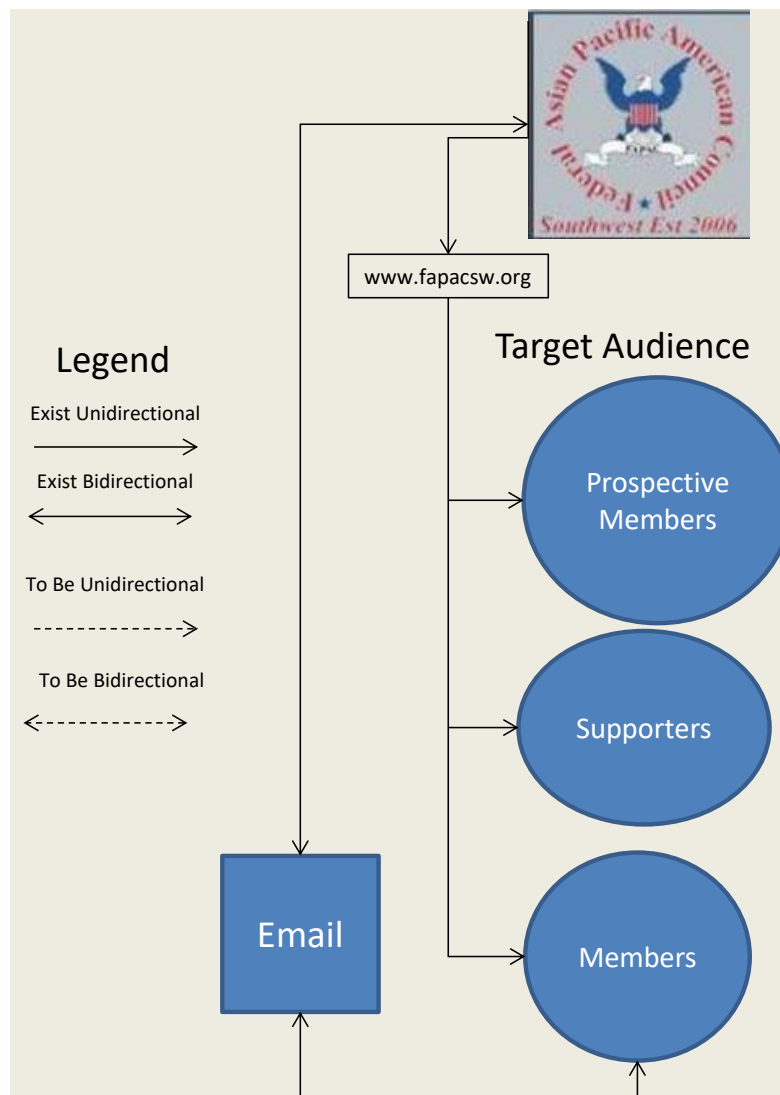


Figure A-1 Current FAPASW Information Architecture

INTENTIONS AND DESIRED EFFECTS: The FAPACSW Information operation (IO) shall communicate FAPACSW's Mission and Vision and how we intend to achieve them. It will provide FAPACSW the capability to transmit FAPACSW messages supporting our business objectives to our members, prospective members, and supporters. It shall provide FAPACSW bidirectional communications with its members. Members, prospective members and supporters will have the materials to communicate about what we advocate and what we do to achieve our mission and vision.

TASKS:

Chair Membership Committee & Members -

Validate membership roster. Check currency of contact information including mailing address, email address, phone number, and other demographic information such as work status. If the member's contact information is out of date, I encourage the committee to email other members to look for an updated email address or phone number. They could also look for them on social media.

Public Relations Officer -

Produce downloadable trifold for members to talk about FAPAC Southwest.

Social Media Officer (SMO) & Team -

I shall advertise for this position. The SMO shall use social media to expand the communications reach of FAPACSW through the use of social media, which the webmaster shall link to the FAPACSW Website. This will provide FAPAC SW the capability to communicate chapter news to audience within and outside the email distribution chain. Per our Communications Plan, social media shall communicate to our target audience FAPAC Southwest Mission, Vision, Activities, invitations to events and any other information with goal of increasing social interaction, organizational participation, and the promotion of member services through the establishment of a dynamic form of person to person connection and two-way engagement. In addition to our FAPACSW Facebook Page, the SMO shall also create a FAPACSW LinkedIn Page.

Figure A-2 illustrates the “To Be” FAPACSW Information Architecture. It illustrates the desired information capability that can exist today.

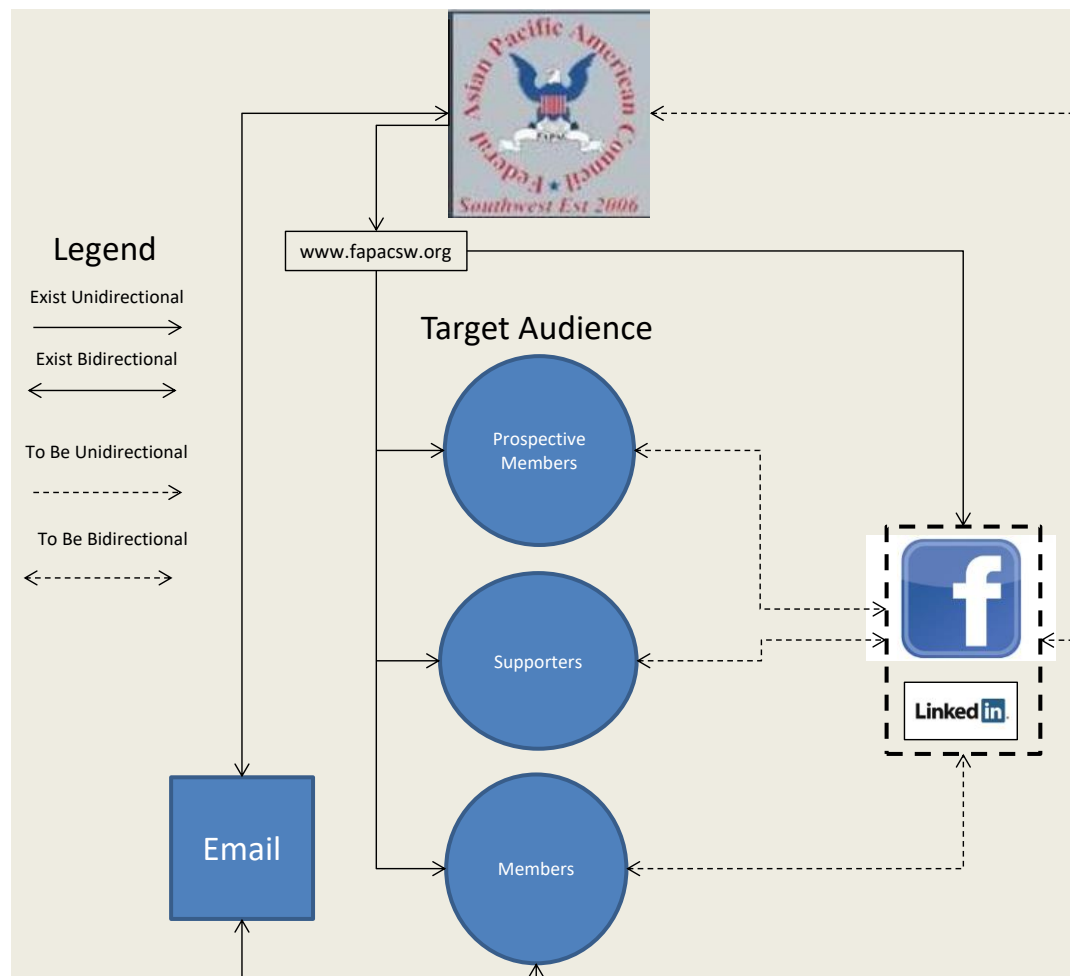


Figure A-2 FAPACSW “To Be”
Information Architecture

It is not enough for FAPACSW to have a Facebook and LinkedIn Page that is linked to its public website. The SMO must increase the number of the FAPACSW Facebook Page Friends and LinkedIn Page Connections using the search functions of each.

Figure A-3, below shows the current FAPACSW Facebook Page. It is not enough for the SMO to wait for individuals to ask to be friends. First, members must suggest friends for the site. Most importantly, the SMO must actively invite our target audience, our members, prospective members, and supporters to be friends (annotated #1).



Figure A-3 FAPACSW Facebook Page

The requirement is the same in maintaining a FAPAC Southwest LinkedIn Site. It is not enough for the SMO to wait for individuals to ask to be friends. First, members must suggest friends for the site. Most importantly, the SMO must actively invite our target audience, our members, prospective members, and supporters to be friends. Figure A-4 demonstrates the page in a LinkedIn Page that allows the owner of the page to search for the correct individual:

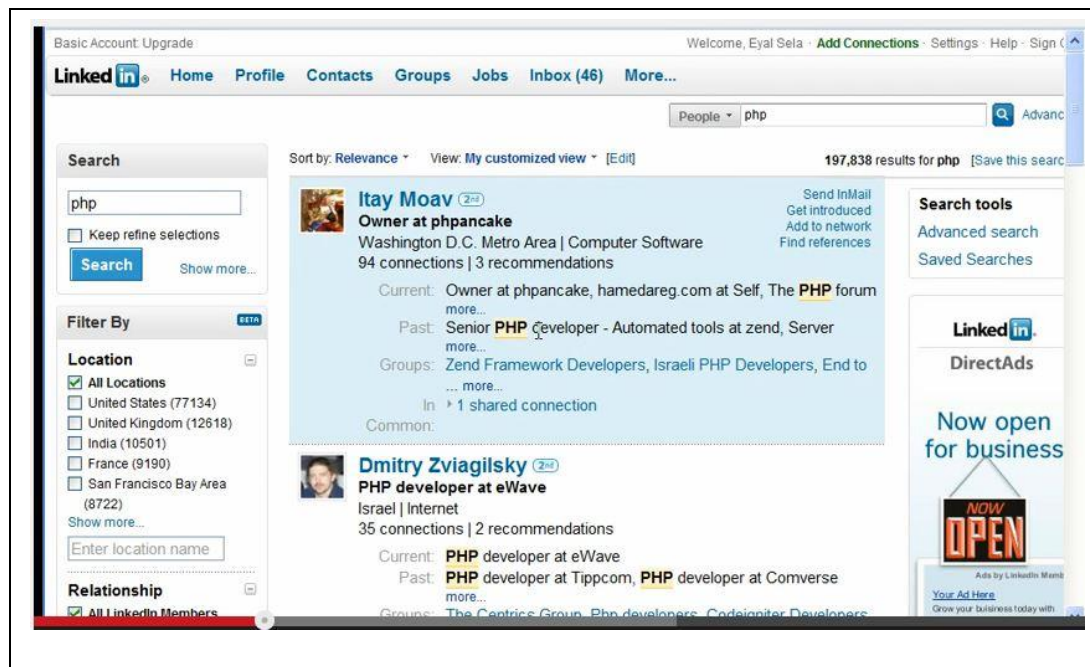


Figure A4 LinkedIn Search Page

This YouTube video also provides information on how to perform this function:
<https://www.youtube.com/watch?v=M5qlsNIJNc>.

COORDINATION: All of the above personnel shall have direct access to the President and the Chief Operating Officer for consultation, but will report primarily to the Chief Committees Officer.

ANNEX B – NETWORK BUILDING

SITUATION: Not all learning happens in a formal setting. There's a lot we can learn from one another in social settings. When all is said and done, this business is about people. It is about building trust among its members, the APA community and its supporters within the Federal Government.

INTENTIONS AND DESIRED EFFECTS: The Network Building Pillar shall make FAPAC Southwest social activities the preferred Networking Event. Attendees can capitalize on the unique experiences of various APAs in Federal Service. It can act as a support group for various APAs to share their unique work experiences and challenges with other APAs and supporters that can help provide them solutions. It can also be a venue for professional exchange of information to such matters, but not limited to professional certifications, training, and job development and opportunities. It is an opportunity to find mentors and mentor others.

TASKS:

Special Projects Officer –

Establish a program of networking events centered on the following commands and geographic areas as a starter: SURFOR; VA; AIRFOR/NASNI; SWRMCC; SPAWAR; NSWC Corona; NAWC Port Hueneme; Bay Area; LA/Orange County. Figure B-1 illustrates the geographic challenge

Membership Committee Chair –

Assist the Special Project Officer by providing member contact information that can serve as a FAPACSW cell leader in the above commands.

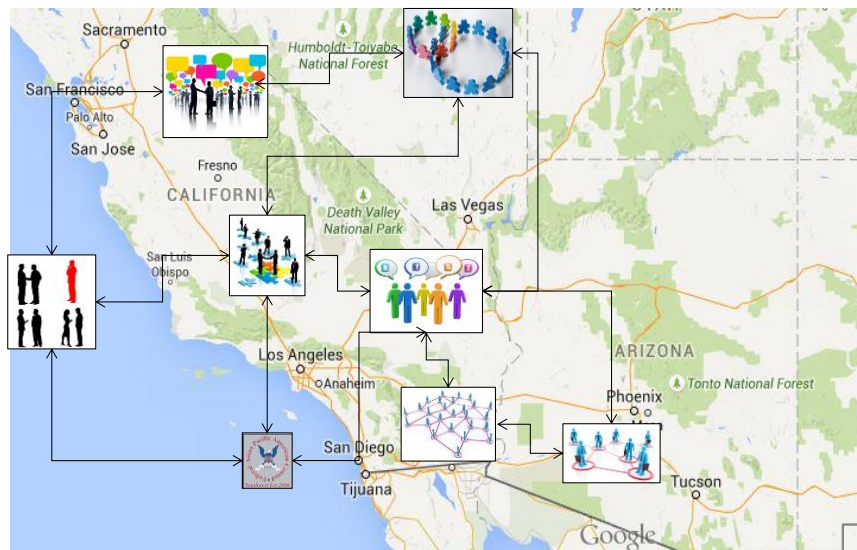


Figure B-1 FAPACSW Geographic Challenge

COORDINATION: All of the above personnel shall have direct access to the President and the Chief Operating Officer for consultation, but will report primarily to the Chief Committees Officer.

ANNEX C – PROFESSIONAL DEVELOPMENT

SITUATION: Unlike the U.S. Military, in general, more is left to individual initiative than established standards and policy in Civil Service training and development in preparation for assuming jobs of increased responsibilities. One's training and development is dependent on the knowledge and experience of one's manager, social circles, and timing as opposed to policy. Therefore, professional success is often highly dependent on social interaction, evaluation by a dominant culture, access to information and one's own ability to navigate through challenges and over barriers. According to the Equal Employment and Opportunity Commission Report

(<http://www.eeoc.gov/federal/reports/aapi.html>), the following continue to be sources of discrimination against APAs:

1. PERCEPTION OF APAS AS THE MODEL MINORITY AND POSSESSING EXCESSIVE COMPETENCE:

There is a perception that Asian Americans as a group have gained success through hard work and education although this myth applies only to a small portion. This may prevent needed assistance for those that are not "mythically successful." Therefore, Asian American Networking Organizations may not be supported, skill deficiencies may not be actively met, mentoring relationships may not be developed, and systematic discrimination may be understood as an African-American problem vice an Asian American one. At the same time, the perception of excessive competence can lead to perpetration of the model minority myth, resentment, and differential work assignments.

2. LANGUAGE/ACCENT DISCRIMINATION: Over 13% of working Chinese Americans reported experiencing unfair treatment due to language or accent. This number includes those who speak accented and unaccented English. Asian accents are perceived to be low status accents leaving Asian immigrants in subordinate positions. Language and accent discrimination has a negative impact upon Asian Americans. Where some groups might experience a perceived competence boost through their accent, this is clearly not the case for Asian accents. Communication skills and perceived competence in general are negatively affected by language and accent discrimination.

3. PERCEPTION OF FOREIGNNESS: Perceptions of Asian Americans as "forever foreign" are related to negative effects of accent, but also apply to those Asian Americans with unaccented English. Laboratory research has shown that in highly educated, sophisticated Yale undergraduates, using explicit, self-report measures, Asian Americans were perceived as being "American," but under implicit, subconscious measures Asian Americans were perceived as "foreign." These perceptions of Asian Americans as foreign can negatively impact assessments of communication ability, competence and, more importantly, trustworthiness.

4. PERCEPTIONS OF SOCIAL DEFICIENCY: Perceptions of social deficiency are related to perceptions of foreignness. According to the Stereotype Content Model, developed via six extensive studies, Asian Americans experience mixed envious racial prejudice. The model

indicates that individuals from outgroups fall into one of two clusters of perception, the 'Paternalized group' or the 'Envied group'.

"Paternalized groups" are liked as warm, but disrespected as incompetent. "Envied groups" are respected as competent but disliked as lacking warmth. The studies indicated that Asian Americans fall into the latter cluster of the envied category. In a laboratory study, perceived low sociability drove the rejection of Asian Americans. Thus, perceptions of low sociability can lead to exclusion from social networks and exclusion from positions requiring social prowess (e.g., leadership positions).

5. PERCEPTIONS OF LEADERSHIP (OR THE LACK THEREOF): Despite general perceptions of Asian Americans as competent and hard workers, they have been largely kept out of leadership positions in organizations. Leadership is difficult to define as evidenced by the broad and varying definitions. Under these situations, it is likely that many of the sources of discrimination previously discussed come into play. Asian Americans may be perceived as unassertive, team players more than leaders, and lacking self-promotion. Leadership decisions are likely based on 'perceived similarity,' or a tendency to promote those like the self.

Yet, two professors from the University of Toronto stated in a 2012 Cultural Diversity and Ethnic Psychology Magazine issue, in their article titled "Prescriptive Stereotypes and Work Place Consequences for East Asians in North America" states that research reveals that people dislike a dominant East Asian coworker compared to a non-dominant East Asian or a dominant or a non-dominant Whiter coworker. A separate study showed that East Asians who are dominant or warm are racially harassed at work more than non-dominant East Asians and more than dominant and non-dominant employees of other racial identities.

INTENTIONS AND DESIRED EFFECTS: The Professional Development (PRODEV) Pillar of the FAPACSW Market Strategy is our testament to our members, prospective members, and supporters that we mean what we say in our mission and vision. PRODEV provides news to transmit in the IO Pillar. It also provides the unifying values that solidify the relationship among its members. While changing the behavior of the dominant society may be beyond the scope of our program, it is well within our scope to change the tactics of our members in how they take charge of their careers by knowing how to engage their leadership and influence their environment.

TASK:

PRODEV Resource Officer & Team –

Create training that will teach members to take charge of their careers by knowing how to engage their leadership and influence their environment. This will take into account the realities of training and development in the Federal Government and the barriers that APAs face in the work place, as mentioned above.

Currently, FAPACSW's main PRODEV effort is centered on its annual Mini-Leadership Conference. The PRODEV Resource Officer will need to leverage market intelligence from members of the IO Working Group to better adjust the training program. Such sources are not limited to Survey Monkey Results, Membership Demographics, LinkedIn Profiles, etc. At the same time, the organization must start to consider finding other PRODEV venues. These venues can be the social events that the Network Building Working Group arranges, or the venue can be virtual one.


Training Topic Editor

The author will need to appoint a training topic editor to solicit and review articles for posting in FAPACSW's website. The website, which it controls, provides it with a unique opportunity to feature topics that are of interest to APAs in the Federal Government. Featuring topics in our website serves another purpose. It will encourage our target audience to keep coming back to our website. In essence, it is an advertising tool. Working with the IO Working Group, the FAPACSW websites can trigger social media notification Friends and Contacts each time something new is posted.


Coordination: All of the above personnel shall have direct access to the President and the Chief Operating Officer for consultation, but will report primarily to the Chief Committees Officer

ANNEX D – MARKET PROFILE

As we prepare training, network building activities, or IO messages, we must always take into account the demographics of the membership as illustrated in Figures D-1 and D-2. The Outreach Officer is in charge of maintaining this profile sheet and creating more if required.

<p>Likely Image</p> 	<p>Likely Profile Federal Gov't 2nd or 3rd Career Immigrant Generation Late 30s to early 50s Likely a veteran Predominant Specialty: technical, admin Primary work location: VA;SURFOR; AIRFOR; SWRMCC</p>
<p>Motivations: Retirement maximization One or two more promotion Network with other AAPIs</p>	<p>FAPAC Program Attraction</p>

D-1 Target Audience Profile Matrix Group One

<p>Likely Image</p> 	<p>Most Likely Profile Federal Government is the First Employer Age Group: Early 20s to early 30s. Born in the USA. Professional: Engineers; Finance; Contracts; Nurses; Programmers. Primary Work Location: VA Hospital; SPAWAR HQ; PEO C4I, SSC PAC; NSWC Corona</p>
<p>Motivations: Advanced Educations Work Experience Control of Work Environment</p>	<p>FAPAC Program Attraction</p>

D-2 Target Audience Profile Matrix Group Two