



## Jamba Juice differentiates, leading to growth and success

By: Kevin Chong

Even when not immediately in the vicinity of the local Jamba Juice, I still find it easy to spot pedestrians sporting a Jamba Juice cup in the streets of Berkeley. Indeed, with annual revenue amounting to more than \$ 250 million and over 700 restaurants in the country, Jamba Juice has emerged as one of the fastest-expanding quick-service restaurant (QSR) chains. “Definitely our branding,” said Melissa Lock, Financial Analyst at Jamba Juice, when asked what the key to the company’s success was.

Jamba Juice presents itself as a chain dedicated to providing quality smoothie products without compromising consumers’ well-being. The chain emphasizes using natural ingredients to create an organic experience for consumers. “We create grab-and-go, portable products that are nutritious, low in calories and great tasting,” Lock explained.

On the Jamba Juice website, phrases including “0 grams trans fat and no artificial preservatives” and “[n]atural energy from nutritious ingredients” are used to describe its products. The company’s home page features articles pertaining to health and well-being, such as “How to meditate” and “10 common nutrition myths busted”. By promoting a healthy and “better-for-you” culture, Jamba Juice differentiates its fruit drinks from its competitors in the QSR industry. “In America where fast food culture predominates, trade-offs between taste and health often seemed inevitable,” said third year UC Berkeley student Jeffrey Wong, “But there is no compromising in Jamba Juice’s smoothies, which is why I like them.”

In addition to the company’s branding strategies, product differentiation is also a crucial factor of the popularity Jamba Juice has picked up since its establishment in 1990. Jamba Juice broadens the

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scope of its target customers to almost everybody by introducing different menus such as “Blended with a Purpose” and “Non-Dairy”, which include drinks suited to a wide range of customers. For example, the workout fanatic might be attracted to the Protein Berry Workout; the weight watcher might crave the drinks from the Jamba Light Smoothies series with its light caloric content; and the vegetarian might find the Apple ‘n Greens pleasingly delicious and still considerate of his/her dietary needs.

Regular customers welcome the variety of flavors the restaurants offers, as well as the company’s product innovation. “I am constantly surprised by the creativity that the ingredients of the smoothies display and how well-suited they are to different times of the year,” Wong remarked. Pumpkin Smash, which is only offered during the fall in celebration of Halloween, is an example of seasonal smoothies that proved to be immensely well-liked. “We try to incorporate the ‘next big

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things' into our product lines," Lock explained. "If mangosteens [become popular], then we will most likely consider using that as an ingredient too."

The more passionate of customers appreciate the prestige in savoring drinks from the "secret menu", which is learnt by word of mouth. Some have gone so far as to create websites, to list the available products at Jamba Juice that are not on the official menu.

Besides smoothies, other healthy products, such as tea and wraps, are also offered in Jamba Juice

restaurants to serve as "sides" for the smoothies. As these products are understandably not as popular, they are promoted by corresponding sales strategies. "Since we launched 'one-dollar oatmeal Wednesdays', oatmeal has become quite popular," said Lock.

Combining effective branding and product innovation has led to the continuing success of Jamba Juice. Showing no signs of slowing its expansion, the chain is set to launch smoothie restaurants in international locations; new units in the Philippines and Korea are expected in the fall of 2011.

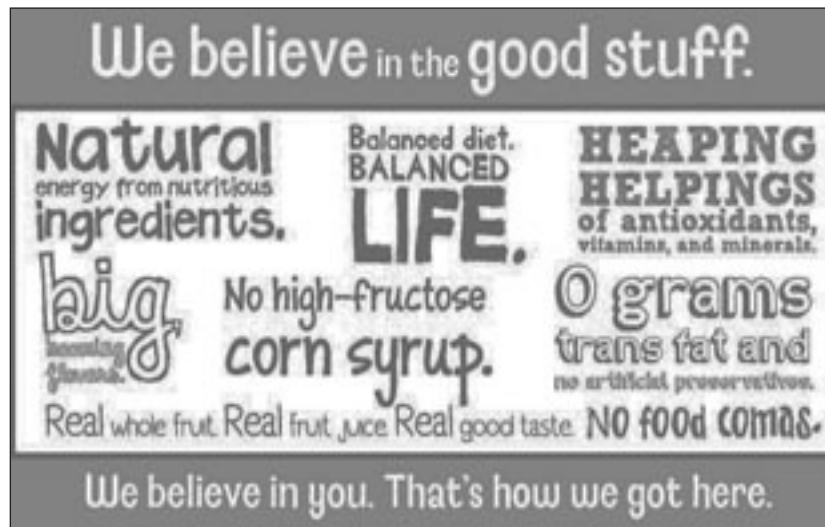


IMAGE FROM JAMBAJUICE.COM

**PRODUCT PHILOSOPHY:** As seen by its official product philosophy, Jamba Juice markets its products as high-quality items.

## Choosing health and the environment over the wallet

By: Katie Ouyang



Buying organic foods used to be difficult. Not anymore, for organic foods are now the fastest growing sector of the American food industry.

Many may wonder what had prompted the growth. According to the Organic Trade Organization, the industry grew from \$1 billion in 1990 to \$26 billion in 2010. One of the main reasons for the growth appears to be the "greenness" of organic foods. They are said to have many benefits over their traditional counterparts due to the

fact that they are more energy efficient and not bred with pesticides, making them better for both the environment and for

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*"In general, people who are choosing organic are on a journey of building a healthier lifestyle."*

**Hillary Fish,**

*Marketing Specialist at Earthbound Farm*

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humans.

At Earthbound Farm, farmers employ organic farming techniques for all their foods, from Artichokes to Raspberries. Hillary Fish, Marketing Specialist at Earthbound Farm, stated that

although this method is more labor-intensive and costly in the short run, it is better for the environment in the long run by

preventing soil erosion, pollution, etc. They want to reduce their environmental impact. In fact, Fish stated, "each year Earthbound Farm's organic farming on 37,000 acres keeps about 11.5 million pounds of chemicals out of the environment." Some students also believe that organic foods are more environmentally sustainable, so they are more likely to buy organic

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to buy organic foods. Mindy Huang, a second year Sociology major, said, "It is considered more socially responsible. It's better for the Earth."

Another reason for the growth in organic foods is the belief that organic foods are healthier and provide more nutrition than foods grown non-organically techniques. Anne Wu, a first year Psychology major, said, "I think people buy organic food because they want to be more healthy, [Organic foods leave] less toxins in the body." Although studies conducted by the American Society of Nutrition have not proven that organic foods are actually more nutritious, many still hold this view and it remains to be one of the main reasons customers purchase organic foods.

Fish stated, "People are becoming more aware of how they eat and how that's connected to their overall health. [This] means choosing organic food, produced without

the use of toxic synthetic chemicals or artificial ingredients." She added, "In general, people who are choosing organic are on a journey of building a healthier lifestyle. It's not an all-or-nothing, an evolutionary process for people."

The growth of the organic food industry can even be seen on the small scale of a single company. For example, instead of solely focusing on one organic product, Earthbound Farm expanded to carrying many different types of products, some of which aren't conventional. "While

we started with organic salads, fruits, and vegetables," Fish reported, "we're adding new kinds of convenient organic foods - like frozen fruits and vegetables, herb purees and snack mixes to make organic food an accessible, practical and affordable choice for a growing number of consumers."

However, there are still skeptics who do not buy into the hype that organic foods are really better, and are thus hesitant to buy it. As Connie Kang, a second year Intended Business Administration major, said, "I think people buy organic foods because they assume it will lead to a healthier lifestyle. Honestly, I don't know if it makes that much difference and organic food is almost always twice as expensive. So is it really worth it?"

Even though the prominence of organic foods is rising, their traditional counterparts may still be taking the lead with their low costs. However, organic foods seem to be catching up with the push of going green. Surprisingly, the Organic Trade Association reported that three quarters of US families

have purchased at least some organic products, leading to a near 8% growth in organic food sales. To date, the escalating growth of the industry does not appear to be slowing down, leaving many Americans to wonder if they should make the

switch from conventionally produced to organic foods.



IMAGES FROM GOOGLE.COM

**ORGANIC VERSUS CONVENTIONAL:** *Despite the many trumpeted advantages of organic foods over conventional foods, the question of whether the benefits of going organic outweigh the relatively steep costs still persist.*

USDA ORGANIC		Apples & oranges		CONVENTIONAL	
Below are the retail price differentials between organic and conventional foods found at a local supermarket.					
ORGANIC					CONVENTIONAL
	\$2.49	APPLES 1 POUND RED DELICIOUS		\$1.99	
	\$5.99	ORANGES BAG OF NAVAL (8-9 IN A BAG)		\$4.50	
	\$4.09	MILK HALF-GALLON 2-PERCENT		\$1.76	
	\$3.99	EGGS 1 DOZEN		\$1.79	
	\$5.69	BREAD LOAF OF SEVEN-GRAIN		\$3.99	
	\$2.99	BROCCOLI 1 POUND CROWNS		\$2.49	
	\$5.99	POTATOES 5-POUND BAG OF RUSSET		\$3.99	

# The secret lives of researching professors

By: Rana Othman

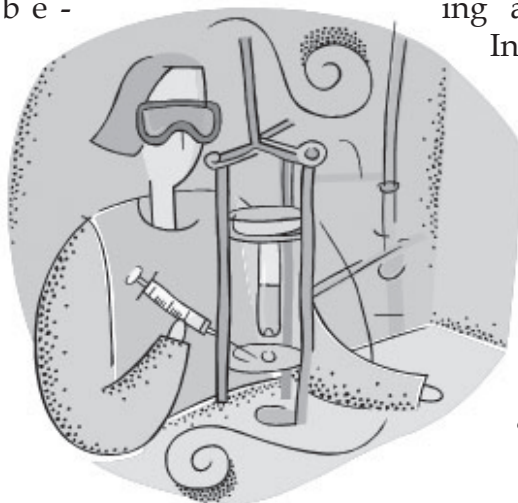


It should not come as a surprise that professors do not get paid enough. Ask anyone why they chose teaching as a career, and the answer would most likely not be 'money'. But how passionate are educators? These people who prepare the minds of the future generation do more than appears at first glance.

Even here at UC Berkeley, where academics are highly valued, more resources are allocated to the athletic department than the academic departments. According to [collegiatetimes.com](http://collegiatetimes.com), in 2008, the head coaches of the athletic department earned more than anyone else. While the chancellor received a salary of \$445,716, one head coach received a salary of \$918,562; more than double the chancellor's.

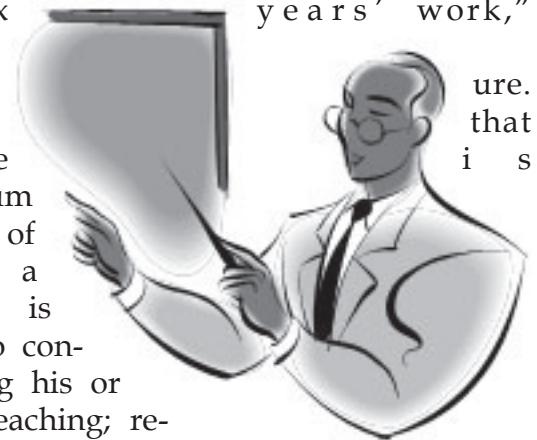
It was a pleasant surprise to learn that professors do a lot more than simply sharing their accumulated knowledge with their students. English Professor Kathleen Donegan summarized her required duties as a professor neatly saying that "there are three main headings: teaching, research, and service."

Research mechanics and logistics work differently in each department, of course, but they all share many things in common, such as a required minimum amount of research that each professor must do. Donegan explains that keeping an active research profile and continuing to make original contributions to the field of study is "the main criterion for getting and keeping tenure and being promoted through the ranks of being a professor."



In the English department, the fruits of the research is usually publishing that first book, "which is a result of

about six years' work," before getting tenure. To top off, there a minimum amount of research a professor is expected to conduct during his or her time teaching; research is not a side activity that a professor can take up on his or her leisure. Therefore, another commonality of research in different departments is the need for time and funding, and lots of it.



It is important to note that the vast amounts of research that professors must conduct cannot be completed whilst sitting behind a computer screen, or even hiring other people to sit behind a digital monitor. There are sources that can only be accessed in person, in different parts of the country, to which professors travel. Travelling also becomes necessary when presenting the professor's research at national conferences to share ideas with people of the same field.

There are internal sources of funding from Berkeley, but there are many external sources as well. Some funds are given from the start, but of course, when more grants are needed, professors need to apply, sending in a proposal to describe the project and why they need the money. This is not a quick process. While explaining this, Donegan pointed to a long list pinned on the wall behind her, indicating the fellowships she is applying to, for which she is required to write a proposal and obtain recommendation letters. The other half of her list are funds that colleagues are applying for and have asked her for a letter of recommendation.

The government and the public would do well to give more to their educators, who spend more time and effort than most people can imagine in the name of education.

IMAGES FROM MICROSOFT CLIP ART

# An exclusive interview with Michael J. Hanson

By: Ivana Ivanovic



**M**ichael J. Hanson is an experienced research analyst and a research group manager at Fisher Investments, as well as a lecturer at the UC Berkeley Haas School of Business. He holds a Masters degree from Pacifica Graduate Institute in Mythology with an emphasis in Psychology, and is currently pursuing a doctoral degree in the same field. The author of five books, Hanson speaks regularly around the country on topics ranging from economics to psychology. Fascinated by his impressive career, I interviewed Hanson to learn what tips he may offer.

**Me:** How does your interdisciplinary career and approach apply in your specialized, competitive field?

**Hanson:** There is no doubt this is a highly competitive environment, but particularly when it comes to management, human psychology applies. We have to use softer skills and create relationships in order to make teamwork happen in

an environment with many different backgrounds and skill sets. The basic mechanisms of psychology apply to everyone, no matter how intelligent or successful they are.

**Me:** What advice would you give to undergrads seeking to succeed in business?

**Hanson:** I am a big fan of liberal arts education. In my opinion, people need to get exposed to a variety of things. You will easily learn the mechanics of any job, and most of that learning will happen in the job, not in school. School, on the other hand, can cultivate a mind that is associative, good at expressing - a good smart pliable mind that can be put into action - versus one that has memorized how things work mechanically.

**Me:** I heard a stock investment student at Haas ask you for a career tip, and you said that your number one tip was to learn to communicate well. Can you tell me a little more?

**Hanson:** In every career, there is a skill set that everyone at a certain level will obtain. People who can communicate effectively will be able to distinguish themselves further and get to higher levels. In addition, honing communication in a variety of mediums makes you a better thinker - clarity and structure of thought makes every aspect of your career better.

**Me:** You are an excellent and frequent public speaker. Any tips you can offer on that front?

**Hanson:** You have to practice a lot. There are many things you can learn on the side, but there is no substitute for practice. I speak as much as I can to a variety of audiences, and teaching at Cal is great practice.

**Me:** You are pursuing a PhD in Psychology - what keeps you motivated to do this while staying devoted to and motivated in your career?

**Hanson:** In my job, for example, understanding group psychology can be just as crucial as knowing technicalities of investing. Something you learn in mythology can have a very real application in the rest of your life. Some people view 'extra-curricular' things as a hobby and their job as making a living - I view them as part of the same continuum of learning and experiences that put together a unique view of the world.

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