



Managing Change

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*Multicultural Marketing Specialist
San Diego County Fair*

*Western Fairs Association Convention
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CHANGE IS GOOD



1965

1966

1967

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1969

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2010


2011

2012

by Djosei Coelho

Resisting Change

- 1. Fear of the Outcome*
- 2. Fear of the Process*



**ONE REASON PEOPLE
RESIST CHANGE IS
BECAUSE THEY FOCUS
ON WHAT THEY HAVE TO
GIVE UP, INSTEAD OF
WHAT THEY HAVE TO
GAIN.**

Typical Responses to Change



Critic



Victim



Bystander



Navigator

Implementing Change

✓ *Mandate it*

Implementing Change



“Adapt, leave, or die”

By Executive Order

Implementing Change



“It’s coming, whether you like it or not”

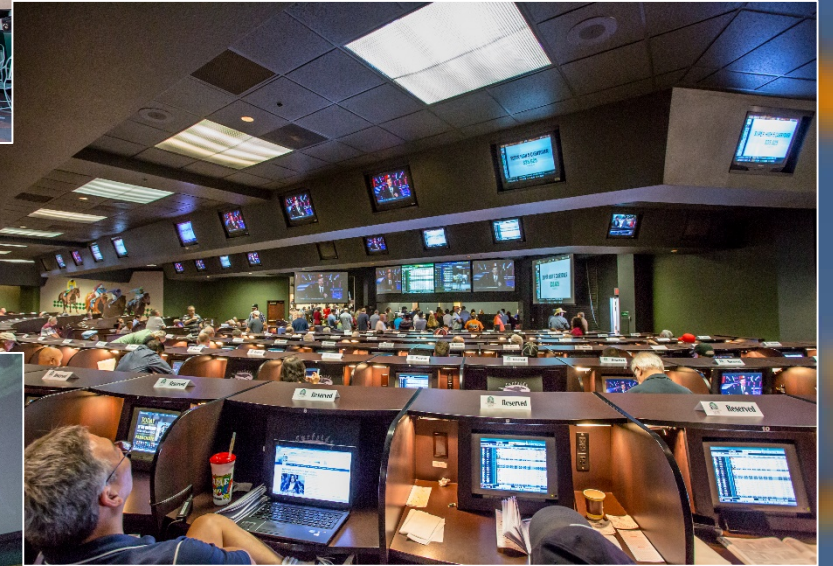
Implementing Change

✓ *Have a plan*

Implementing Change

1: Communicate the threat of not changing





Implementing Change

*2: Involve your team
in decision making,
welcome input*



Implementing Change

*3: Minimize
uncertainty*



Implementing Change

*4: Celebrate successes
in moving toward
the goal*



Implementing Change

5: Keep explaining why you're changing



Implementing Change

6: Be as transparent as possible



Implementing Change

7: Phase it in as much as possible





The only constant in life is
change

~ Heraclitus

Fairs are in constant state of change

- 1. Animal rights pressures*
- 2. Changing demographics, diverse audiences*
- 3. Online ticket sales, cashless midway*

Milestones at Marketing Dept.

- 1. Marketing Manager suddenly retires*
- 2. HIO becomes Manager overnight*
 - a) Out at the Fair is launched*
- 3. Manager steps down, DM assumes role*
 - a) Mgr. becomes Multicultural Mktg. Sp.*

Case study: Out at the Fair

- *2011: Friends visit Fair, check in as “Unofficial Gay Day at the Fair*
- *2012: Friends announce “2nd Annual Unofficial Gay Day at the Fair,” we take notice*

Case study: Out at the Fair

- *2013:*
 - *Friends & Fair, hold “Unofficial Gay Day at the Fair, no hate mail*
 - *Same sex marriage is approved, Fair holds weddings, feathers are ruffled*

Case study: Out at the Fair

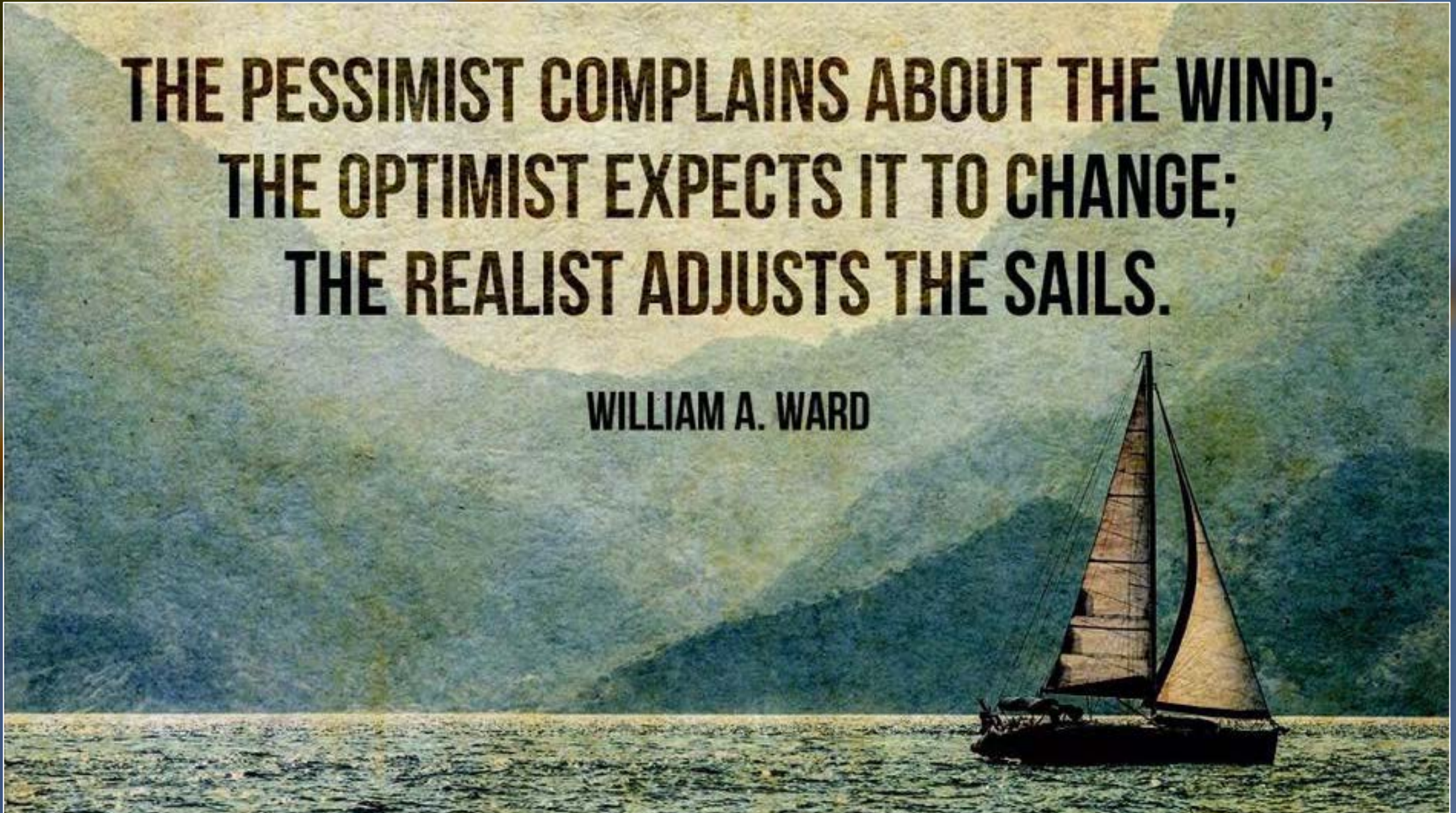
- *2014: Event becomes official, is renamed “Out of the Fair”*
- *2015 – 2017: OATF grows exponentially each year*
- *2017: Wins WFA Barham Award*

Change Milestones at DMF

- 1. Fair DM becomes Sonoma's CEO*
- 2. Two DMs are appointed, two depts. get new managers*
- 3. New depts. are created, new managers are appointed*

**THE PESSIMIST COMPLAINS ABOUT THE WIND;
THE OPTIMIST EXPECTS IT TO CHANGE;
THE REALIST ADJUSTS THE SAILS.**

WILLIAM A. WARD





Be a Navigator...

Adjust the Sails!