

February 1, 2017

Wednesday



Objectives & reminders

Appointments

Early morning

8 a.m.

9 a.m.

10 a.m.

11 a.m.

Noon

1 p.m.

2 p.m.

3 p.m.

4 p.m.

5 p.m.

6 p.m.

Later evening

Not what Mr. Woolworth intended?

Frank W. Woolworth opened his first Woolworth's discount variety store in 1879. Almost 81 years later, on February 1, 1960, four college freshmen -- all African-Americans -- ordered hamburgers and Coca-Colas at a "whites only" Woolworth's lunch counter in Greensboro, North Carolina. The waitress refused to serve them.

In response to the disservice, the college students remained seated at the lunch counter for the remainder of the day. They returned the next day with 23 of their classmates and continued the sit-in. Soon after, sit-in demonstrations spread to 71 other cities and caught the attention of businesspeople, public policy makers, consumer advocates, and the general public.

Although such blatant forms of discrimination are illegal today, some businesses and some customer-contact personnel are still accused of systematically treating some customers poorly. Intentionally or not, an estimated 12 percent or more of customer-contact employees vary their service levels based on customers' race, ethnicity, age, gender, attire, grooming, height, weight, attractiveness, language or accent, or other personal factors.

Indeed, *every* consumer may be mistreated from time to time, and few businesses can afford to alienate customers. It makes no marketing sense to discriminate against customers on bases that have nothing to do with their needs, purchase requirements, or ability to buy.

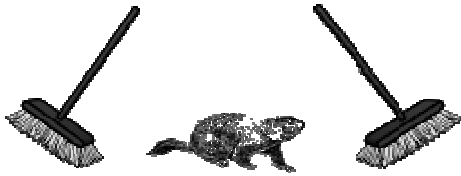


Happy birthday: Richard Whately

Born in London on February 1, 1787, Whately became a theological writer and the archbishop of Dublin, Ireland. He died almost 100 years before the Woolworth's lunch counter incident, so we can not know precisely what his reaction to it would have been. However, Whately had a reputation for a keen wit and "blunt outspokenness," so he probably would have said something had he witnessed the Woolworth's sit-in on his birthday in 1960. Some of his comments about the need for timely change could have provided insights for Woolworth's at that time and still can provide guidance today to prevent many types of business crises from exploding.

February 2, 2017

Thursday



Objectives & reminders

Appointments

Early morning

8 a.m.

9 a.m.

10 a.m.

11 a.m.

Noon

1 p.m.

2 p.m.

3 p.m.

4 p.m.

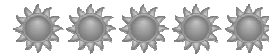
5 p.m.

6 p.m.

Later evening

Groundhog Day

In business and in other spheres of life, some beliefs and practices are driven more by tradition and custom than can be defensibly justified on their own merits. For example, one traditional forecasting belief maintains that if a groundhog can see his shadow on February 2, another six weeks of winter is inevitable. Like most approaches to forecasting, however, the groundhog test is most accurate in the short-term, i.e., if the groundhog can see his shadow today, the sun is probably shining *today*.



First day of Nielsen sweeps

Today begins the first “sweeps” month for 2017, ending on March 1. During this four-week period, ACNielsen Company collects an extensive amount of audience data to determine television program ratings. The ratings, in turn, are used by networks and local stations for a variety of purposes, including the determination of advertising rates across programs, and across calendrical periods, e.g., time-of-day, day-of-week, day/period of year.

Typically, larger audiences translate into higher ratings, which mean higher-priced advertising slots. So, to increase their potential advertising revenues, broadcasters try to boost their ratings during sweep periods by attracting larger audiences. They do this by scheduling programs with extra-appealing content and frequently hyping their programming decisions.

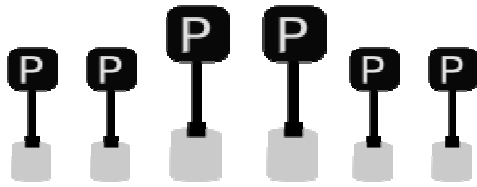
In addition to the helpful audience information and ad pricing implications of sweeps periods, another implication is that the stronger lure of television during sweeps may represent a heightened level of competition for alternative consumer activities – such as shopping at the mall, dining out, and going to the movie theater, as a few examples. Accordingly, mall, restaurant and theater marketers may have to work a bit harder or a bit smarter to attract customers during sweeps periods.

Other sweeps months

“May,” “July” and “November” sweeps months scheduled in 2017 begin on April 27, June 29 and October 26, respectively. Each begins on Thursday and ends after four weeks, on Wednesday. For more information, visit www.nielsen.com

February 3, 2017

Friday



Objectives & reminders

Appointments

Early morning

8 a.m.

9 a.m.

10 a.m.

11 a.m.

Noon

1 p.m.

2 p.m.

3 p.m.

4 p.m.

5 p.m.

6 p.m.

Later evening

Paper: The 5th “p”?

February 3 marks the anniversary of the first official use of *paper money* in the western hemisphere when the Massachusetts Bay Colony authorized paper money to be paid to soldiers in 1690.

Prior to the introduction of paper money, coins were the primary method of payment in the North American colonies. Gold and silver coins were welcome, but rare, so unofficial coins (including “deceit coppers”) were minted and circulated.

Today, U.S. marketers tend to rely on multiple methods of payment to facilitate purchase transactions: paper money, coins, personal checks and money orders, credit and debit cards, and so on. As a general rule, the more methods of payment a business accepts, the greater the likelihood and volume of purchase. However, some marketers of discretionary or impulse items prefer cash payments; in addition to the credit-related expenses they prefer to avoid, they note that with cash payments customers receive no monthly bank statements to remind them (and spouses) how much money they spend (waste?) in the category.

P P P P P P P P P P

Power: Another “p”?

Another marketing-relevant, money-related event also occurred on February 3 -- in 1913 -- when Delaware voted positively to ratify the 16th Amendment to the U.S. Constitution. The amendment granted Congress the *power* to levy taxes on income. Legislation that quickly followed formalized a graduated income tax.

For marketers, income taxes represent both challenges and opportunities. On one hand, income taxes reduce the amount of money consumers and business customers have available to spend, so marketers typically have to work harder to sway purchasers toward their products. But, on the other hand, income taxes are used by the government and their agencies to buy enormous quantities of a large variety of things. Tapping into government markets can be quite lucrative for marketers patient enough to familiarize themselves with the somewhat bureaucratic government purchasing processes.

February 4, 2017 Saturday



Objectives & reminders

Appointments

Early morning

8 a.m.

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10 a.m.

11 a.m.

Noon

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5 p.m.

6 p.m.

Later evening

Happy birthday: Charles Augustus Lindbergh



Born in Detroit, Michigan on February 4, 1902, Lindbergh's love of flight prompted him to buy his own plane and become an airmail pilot at the age of 23.

Soon after he began flying, Lindbergh responded to the lure of a \$25,000 prize offered to anyone who could first fly from New York to Paris non-stop. On May 20-21, 1927, he accomplished the feat in less than 34 hours in a monoplane he named "The Spirit of St. Louis." The distinction of being both courageous and "first" made "Lucky Lindy" Lindbergh a national hero.

Need publicity?

Stage a contest. Name it. Promote it.
Offer a prize. Associate with the winner.

But, the first flight from New York to Paris propelled more than Lindbergh's reputation and career. It, and the huge amount of publicity that accompanied the event, served a vital purpose for the aviation industry as well. Up until Lindbergh's famous flight, the general public did not view aviation as a serious means of transportation. With Lindbergh, public perceptions changed and the skies were cleared for the rapid take-off of commercial aviation which followed.

Interstate Commerce Act (1887)

The first federal regulatory commission in the U.S. was created by Congress on February 4, 1887, when it passed the Interstate Commerce Act (ICA). The ICA established the Interstate Commerce Commission (ICC) – a five-member board expected to oversee common carriers (railroads at that time) involved in the transportation of freight across state borders. The commission was charged with the responsibility of licensing the common carriers and ensuring that their freight rates were "just and reasonable." That is, the ICA prohibited discriminatory pricing practices. In the years that followed, additional legislation sought to shore-up some of the weaknesses of the ICA (e.g., Elkins Act of 1903) and broaden the authority of the ICC (e.g., Hepburn Act of 1906).

February 5, 2017 Sunday



Objectives & reminders

Appointments

Early morning

8 a.m.

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11 a.m.

Noon

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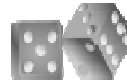
Later evening

Super Bowl 51

The final football game of the postseason -- the Super Bowl -- and the festivities that surround it have made the first Sunday in February a *de facto* national holiday in the United States. The annual championship game began in 1967, but has evolved into more than simply a football game. Today, Super Bowl Sunday (SBS) also means food, parties, half-time entertainment, and the launch of dazzling new advertising campaigns.

For television advertisers, the Super Bowl provides the opportunity to reach an estimated 80 to 90 million Americans (130-140 million watch at least a portion of the game). Almost half of the viewers are women. Given the large audience, a 30-second ad spot during the Super Bowl can cost a few million dollars.

Since 1984 when Apple Computer successfully used the Super Bowl to introduce its Macintosh computer, dozens of firms have used extravagant commercials during the Super Bowl to introduce new products or new campaigns. Interestingly, the Super Bowl is one of the very few television programs that attracts an audience specifically interested in watching the commercials.



Rolling the dice: Agree or disagree?

Over the years, some dot.coms and other firms have chosen to spend all or almost all of their annual advertising budgets on a single Super Bowl advertisement. Good idea?

Food and parties are closely associated with the Super Bowl. Except for Thanksgiving Day, more food is consumed in the U.S. on SBS than on any other day of the year. SBS is Domino's (pizza) busiest day of the year; they deliver about 1.2 million pizzas on SBS (about twice as many as an average Sunday). The Snack Food Association estimates that more than 30 million pounds of snacks are eaten on SBS. And, according to The Beer Institute and other estimates, almost 3.5 percent of annual beer sales are tallied during the week leading up to SBS -- an incremental increase of 900,000 cases.

February 6, 2017

Monday



Objectives & reminders

Appointments

Early morning

8 a.m.

9 a.m.

10 a.m.

11 a.m.

Noon

1 p.m.

2 p.m.

3 p.m.

4 p.m.

5 p.m.

6 p.m.

Later evening

Shared success trait: George Herman Ruth and Ronald Reagan

What does home-run-hitting baseball great George Herman "Babe" Ruth have in common with the 40th President of the United States, Ronald Reagan? First, they were both born on February 6 (Ruth in 1895; Reagan in 1911).

Second, neither Ruth nor Reagan were afraid of taking risks. Ruth swung the bat hard in an effort to hit home runs, knowing that he might -- and did, quite often -- strike out. Depending on one's political perspective, Reagan never struck out, but he did take a risk when he traded his established career as an actor for one in politics -- serving as governor of California (1967-1975) and two-term President of the United States (1981-1989).

Business decisions frequently involve risks too, and while reckless risk-taking is not advised, accepting the inevitable necessity to face risk and make decisions is essential to an effective career in business.

Baseball

"I swing as hard as I can, and I try to swing right through the ball... I swing big, with everything I've got. I hit big or I miss big. I like to live as big as I can." -- Babe Ruth

Business

"Free enterprise is a rough and competitive game. It is a hell of a lot better than a government monopoly." -- Ronald Reagan

Waitangi Day (also known as New Zealand Day)

February 6 is a national holiday in New Zealand to commemorate the anniversary of the Treaty of Waitangi signed on February 6, 1840. The treaty between the British and the Maori established New Zealand as a British colony, although the anniversary of the treaty did not become an official national public holiday until 1974. Although some Maori people have staged protests regarding the treaty, more typically the holiday is characterized by celebrations involving parades, church services, and other events.

February 7, 2017 Tuesday



Objectives & reminders

Appointments

Early morning

8 a.m.

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11 a.m.

Noon

1 p.m.

2 p.m.

3 p.m.

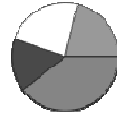
4 p.m.

5 p.m.

6 p.m.

Later evening

Rural America & Small Town (RAST) Day



Collectively, RAST markets are simply too big for marketers to ignore. About 24 percent of Americans live in small towns or rural areas (although historically the percentages have been much greater: e.g., 94% in 1800, 85% in 1850, 60% in 1900, and 36% in 1950).

RAST Day is unofficial, but appropriate, because the evolution of rural America and small towns probably would have followed a different path had it not been for some innovators and businesspeople like John Deere.

Happy birthday: John Deere

John Deere was born in Rutland, Vermont on February 7, 1804. The company he founded, Deere & Company, still thrives today. Mr. Deere developed the first American cast steel plow and invented or improved other farming-related implements. Such innovations contributed to the well being of farmers, and by doing so, helped to “cultivate” the broader RAST market. But Deere was more than an inventor; he was a successful businessman too. By the mid-1850s he was selling 13,000 plows annually.

On John Deere’s 80th birthday, Deere’s son-in-law and the company’s treasurer, Stephen H. Velie, attributed much of Mr. Deere’s success to his ability to focus:

“[H]e owes his success to hard work, integrity of purpose, and a natural faculty of concentrating all his powers on ‘one thing at a time.’ Whenever he set about doing anything it seemed to be decided in his mind that that was the right thing to do and now was the time to do it.”

Today, many businesses strive to adhere to the principle of focus or concentration en route to pursuing a competitive advantage in the marketplace. They ask basic self-assessment questions such as: “What business are we in?” “What do we do best?” “What are the most profitable parts of our business?” “Which parts of our business are essential?” These questions lead them to debate which business functions can be eliminated or outsourced.

February 8, 2017

Wednesday



Objectives & reminders

Appointments

Early morning

8 a.m.

9 a.m.

10 a.m.

11 a.m.

Noon

1 p.m.

2 p.m.

3 p.m.

4 p.m.

5 p.m.

6 p.m.

Later evening

Happy birthday:

Boy Scouts of America

Chicago publisher William D. Boyce found himself lost in the fog while in London in 1909. Fortunately for Boyce, a "Scout" assisted him but refused to accept a tip for doing a "Good Turn." Boyce was so impressed that he met with the founder of the British Boy Scouts, Sir Robert Baden-Powell, to learn more about the organization. This meeting eventually led to Boyce forming the Boy Scouts of America (BSA) on February 8, 1910.

As of 2013, there were more than 2.6 million Boy Scouts and 105,000 adult volunteers who belonged to more than 105,000 troops, packs, or teams scattered across all 50 states.



Value-able organization

"Because of Scouting principles, I know I was a better athlete, I was a better naval officer, I was a better Congressman, and I was a better prepared President." – Gerald Ford, Boy Scout & 38th U.S. President

There are dozens of ways businesses and business leaders can recognize and support local Boy Scouts. Here are a few possibilities:

1. Partnering with Scouts to tackle community service projects (e.g., offer to provide equipment, supplies and pizza for Scouts to join with company employees in cleaning up vacant lots in the community).
2. Assisting Scouts with their fundraising efforts. Who says only *Girl* Scouts can sell cookies?
3. Sponsoring field trips for Scouts interested in touring the business and learning about the company's products and processes.
4. Volunteering as merit badge counselors for merit badge topics particularly related to the business.
5. Offering the company's facilities as a meeting place for local Scouts.
6. Staging special "Scouts only" sales events, contests, or other promotions (e.g., offer rewards to Scouts when they're promoted).

February 9, 2017

Thursday



Objectives & reminders

Appointments

Early morning

8 a.m.

9 a.m.

10 a.m.

11 a.m.

Noon

1 p.m.

2 p.m.

3 p.m.

4 p.m.

5 p.m.

6 p.m.

Later evening



History repeating itself

The business history of industrialized countries provides numerous insights in terms of how to best tap emerging markets around the world. That's because the patterns of market development in emerging markets often resemble those that occurred previously in more developed markets.

For example, in the late 1920s and 1930s General Motors (GM) gobbled-up market share in the U.S. partly because they were willing to vary their product line and target specific income segments with specific models (e.g., Chevrolets for lower-income families; Cadillacs for higher-income families; Pontiacs, Oldsmobiles, and Buicks for those in between). As American prosperity grew over the decades, buyers found themselves trading-up from one GM product to another.

Amazing statistic

Twenty times more Chinese consumers owned driving licenses in 2014 than in 2001.



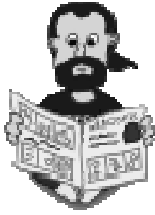
Today, GM is committing several billion dollars to build plants in China and is following a similar strategy with Chevrolets, Buicks, and Cadillacs. Although not all Chinese will be able to afford quality automobiles right away, GM plans to establish a strong presence in China to capitalize on the Chinese consumers' interest in automobiles as their prosperity grows.

Straight from the CEO

"[P]eople [in China] who can only buy [cheap products now in segments we don't want to compete in] with cash up front will be able to use that money as a down payment and get retail financing to buy a bigger, better car. It... will clearly happen over time... It is pretty much the way we created GM in the U.S. market. This is 75 years later, the closest thing we've seen to that, in China. The idea is market segmentation and the use of the brands." -- Rick Wagoner, Jr., then chairman & CEO of General Motors, born in Wilmington, Delaware on February 9, 1953

February 10, 2017

Friday



Objectives & reminders

Appointments

Early morning

8 a.m.

9 a.m.

10 a.m.

11 a.m.

Noon

1 p.m.

2 p.m.

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6 p.m.

Later evening

Good news, bad news

Slogans can be powerful messages that signal to customers, employees and other constituencies the organization's values, purpose, and position. Slogans let the world know what the company stands for, what the company believes to be important, or why their brands are distinctive. Ideally, slogans should be engaging, memorable, meaningful, enduring, used regularly, and associated with the company or brand.

Today marks the anniversary of one of the oldest slogans still in use. That is, on February 10, 1897, *The New York Times* first claimed to report "All the news that's fit to print." In today's edition of the newspaper, the slogan may be found on the front page, near the upper left-hand corner.

Decades after the slogan was first used, the newspaper staged a contest to challenge readers to formulate a better slogan (which is a great way to generate feedback, get customers involved and garner some publicity too), but management decided that none of the entries improved upon the original slogan (it is not clear whether any of the entries were fit to print).

Speaking sloganese

Recognize these slogans?

1. "When you care enough to send the very best."
2. "Quality is Job 1."
3. "You're in good hands with _____."
4. "You can't eat just one."
5. "Nobody doesn't like _____."



Enjoy the journey

"Often the search proves more profitable than the goal." -- E.L. Konigsburg, American author, born on February 10, 1930



A matter of perspective

"Don't call the world dirty because you forgot to clean your glasses." -- Aaron Hill, British writer, born on February 10, 1685

February 11, 2017

Saturday



Objectives & reminders

Appointments

Early morning

8 a.m.

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10 a.m.

11 a.m.

Noon

1 p.m.

2 p.m.

3 p.m.

4 p.m.

5 p.m.

6 p.m.

Later evening

Time to relax?

February 11, 1928 was a big day for Ed Shoemaker and his cousin Edward Knabusch. On that day, they invented the La-Z-Boy reclining chair. Their first design was a slat porch chair made with a piece of plywood. Because the demand for the porch chair design was believed to be somewhat seasonal, the next year the two synchromarketing-minded entrepreneurs went on to design upholstered chairs for year-round indoor use.

What a brand name says

Much of a brand's potential marketing potency is lost when it's assigned an uninspiring or commodity-like name that says little to describe or differentiate the product or company -- such as Ed & Ed's Chair, or even worse, Chair Model 297. But "La-Z-Boy" communicates with prospective buyers -- reinforcing the relaxing, comfortable and casual nature of the brand. Note that many other successful brands also have names that communicate with buyers:

Huggies: diapers that fit close to prevent accidents.

Head & Shoulders: shampoo that controls dandruff to prevent embarrassing dandruff flakes from falling onto users' shoulders.

Mop 'n Glow: floor-cleaner that also leaves a shiny surface.



Happy birthday: Mary Quant

Born on February 11, 1934, Quant was a British fashion designer who recognized the potential of brands to have "personalities" and thus to evoke consumers' emotions. Sexuality-related emotions seemed to be the key emotions that Quant's designs evoked. Beginning in the late 1950s and continuing into the 1960s, Quant operationalized the notion that "less is more" as the women's skirts and shorts she designed grew shorter and shorter, which led some to credit her with the invention of the mini-skirt and "hot pants" (although some sources credit other designers with these innovations).

February 12, 2017 Sunday



Objectives & reminders

Appointments

Early morning

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11 a.m.

Noon

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Later evening

Happy Birthday: Abraham Lincoln

Born in Hardin County, Kentucky on February 12, 1809, Lincoln went on to become the 16th President of the United States. His presidency (1861-1865) spanned the trying Civil War years. Some historians believe Lincoln was the country's greatest president, attributed in part to his superb human relations skills. For example, Lincoln once asserted, "He has a right to criticize, who has a heart to help."



Planning insights also applicable to businesses

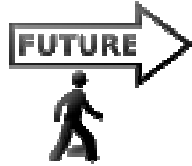
At a news briefing on February 12, 2002, Donald H. Rumsfeld, then U.S. Secretary of Defense, offered the following insights regarding planning in the face of uncertainty:

"Reports that say that something hasn't happened are always interesting to me, because as we know, there are *known knowns*; there are things we know we know. We also know there are *known unknowns*; that is to say we know there are some things we do not know. But there are also *unknown unknowns* -- the ones we don't know we don't know. And if one looks throughout the history of our country and other free countries, it is the latter category that tend to be the difficult ones."

On the same day 26 years earlier (February 12, 1976), the production of Red Dye #2 was banned in the U.S. The dye had been a fairly common ingredient in many food, drug and cosmetic products. Unfortunately, however, studies indicated that the ingredient was carcinogenic, which prompted the ban by the U.S. Food and Drug Administration. At the time, manufacturers may not have known that Red Dye #2 caused cancer, but those that recognized the possibility that ingredients could prove to be problematic for any of a variety of possible reasons ("known unknowns") were more likely to be prepared to substitute ingredients than those that assumed their product formulations were invincible ("unknown unknowns"). In other words, businesses are less likely to be taken by surprise and planning efforts are enhanced when as many of the "unknown unknowns" as possible are identified and, by doing so, move them into the "known unknowns" category.

February 13, 2017

Monday



Objectives & reminders

Appointments

Early morning

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11 a.m.

Noon

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Later evening

February 13 Business Birthday Club

1933: Leeann Chin

Founder of the Chinese restaurant chain that bears her name, Leeann Chin, Inc. On the *importance of being in the market and involving employees*, Chin points out:

“I travel, in [the United States] and in China, to develop new recipes and learn about new foods and changes in customer taste. I take our people on some of those trips with me. You can’t just tell people things and expect them to learn, you have to show them.”

1940: Robert J. Eaton

Former chairman and co-CEO of DaimlerChrysler Corp. Eaton weighs-in on the *distinction between management and leadership*:

“I think people at the top of large corporations aren’t -- or shouldn’t -- be devoting very much time to management. Most of their time should be going toward leadership. ... [T]here isn’t enough time for executives to manage, to control, to track results. You need to focus on vision and beliefs and values and inspiring people and breaking roadblocks for people to be able to accomplish more.”

1947: Antony Burgmans

Former chairman of Unilever N.V., Burgmans uses a metaphor to explain why *companies should focus their resources* (after embarking on a program in 2003 to cut the number of Unilever brands from 1,600 to 400):

“If you plant all the seeds you have in your garden... they will not grow well. With ample space... they will grow swiftly. The same applies to business. With less brands and use of more management resources for them, the brands are certain to grow.”

February 14, 2017

Tuesday

Valentine's Day

Objectives & reminders

Remember to buy a box of Valentine's Day cards, the ones that say "you're the only one for me!" They're on sale this week... 12 cards for \$1.89 !



Appointments

Early morning

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Noon

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Later evening

Businesses enjoy Valentine's Day

Some products and gift items are closely associated with specific holidays – turkeys and Thanksgiving, pumpkins and Halloween, fireworks on Independence Day, and so on. Today and the last few days leading up to Valentine's Day have generated much higher-than-average demand for the 53,000 flower shops in the U.S. If this Valentine's season resembles those of recent years, more than 150 million roses will be sold. It is not unusual for the typical florist's workload to increase seven to ten times during this period. In 2015, for example, 24 percent of U.S. adults bought flowers or plants as Valentine's Day gifts. Of these, nearly two-thirds purchased red roses.

However, businesses need not depend on flowers to tap into Valentine's Day. Other high-demand product categories include: candy/chocolate, stuffed animals, jewelry, greeting cards, and dining/entertainment. Creative possibilities are numerous. For example, restaurants offer free "kisses" today (made with Hershey's chocolate) and hotels offer "get-away" Valentine's Day mini-vacation packages.

Was St. Valentine a young Saint?

The correlation between age and Valentine's Day spending is a negative one. That is, younger adults tend to spend more money for Valentine's Day than do older consumers. On average, 18-to-34-year-olds plan to spend the most (about \$140). Consumers in the 35-54 age category are less enthusiastic (about \$60), followed by older consumers at least 55 years of age (less than \$50).

Mixing politics, history and romance on Valentine's Day

Established in 1933, Martin's Tavern in Washington, D.C. has the inside track on Valentine's Day promotions. It seems that their booth #3 is where John F. Kennedy proposed marriage to Jacqueline Bouvier in 1953 (Kennedy was the 35th President of the U.S., from 1961 to 1963). To commemorate the event and allow other couples to share the Kennedy moment, the tavern accepts wedding proposal reservations for the same booth... and has plenty of champagne on hand.

February 15, 2017

Wednesday



Objectives & reminders

Adopt a stray dog for life today?

Appointments

Early morning

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11 a.m.

Noon

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5 p.m.

6 p.m.

Later evening

Does advertising pay?

Apparently so. Campbell's soups were advertised for the first time on February 15, 1899. Eighty-eight years later at least one heir of the soup giant continued to receive dividends of \$73,644 *daily*.

When to advertise?

During "happy time," of course

American jeweler Charles Lewis Tiffany was born in Killingly, Connecticut on February 15, 1812. Today, marketers for the store he founded -- Tiffany's -- believe in advertising. For example, they advertise fine watches in *The Wall Street Journal* which include pictures of the watches displaying the time of approximately ten minutes after ten o'clock.



The 10:10 advertising practice is an industry-wide convention for featured time pieces with traditional "hands." The practice has to do with the nonverbal signals conveyed by time pieces' hand positions. In other words, nonverbal hand gestures and the inferences that others make from them are not strictly human phenomena. Examples: A watch set at 9:15 or 2:45 is too rigid or too corny. Those displaying 12:00 are too arrogant. Eight-twenty or 2:40? No, too negative. And, of course, 5:29 and 6:31 are ineffective too (too shy). It seems that from about 10:08 to 10:12 is the ideal period to be photographed if you're a watch or clock -- that's when you're welcoming, optimistic, enthusiastic, and happy. What prospective buyer could resist a time piece with a predisposition like that!

Unannounced life transition points

"Sooner or later we all discover that the important moments in life are not the advertised ones, not the birthdays, the graduations, the weddings, not the great goals achieved. The real milestones are less prepossessing. They come to the door of memory unannounced, stray dogs that amble in, sniff around a bit and simply never leave. Our lives are measured by these." -- Susan B. Anthony, American reformer/suffragist, born on February 15, 1820

February 16, 2017

Thursday



Objectives & reminders

Appointments

Early morning

8 a.m.

9 a.m.

10 a.m.

11 a.m.

Noon

1 p.m.

2 p.m.

3 p.m.

4 p.m.

5 p.m.

6 p.m.

Later evening

Check this



February 16 marks the anniversary of the first known check, drawn on a British bank for £400 in the year 1659.

The check appears remarkably similar to today's checks with the payer's and payee's names included along with the sum written in both words and figures. The oldest surviving *printed* check was issued 104 years later, in 1763.

Today, although checking systems are common in industrialized countries and checking accounts are among the first banking products American consumers obtain, checking does not exist everywhere around the globe. Cash is still king.

Thank you, Dr. Carothers

A patent was issued on February 16, 1937, to Dr. Wallace H. Carothers who worked for the American chemical company, E.I. du Pont de Nemours. The patent was for the first man-made fiber, called nylon. Over the years nylon proved to have several applications. The first commercial products using nylon were toothbrushes made with nylon bristles, introduced in 1938. Nylon yarn followed in late 1939; by mid-May 1940 several hosiery manufacturers throughout the United States introduced their brands of nylon stockings.

Happy birthday: Dick McDonald

Richard "Dick" McDonald, one of the original McDonald brothers -- of fast-food hamburger fame -- was born on February 16, 1909. Dick enjoys the distinction of having cooked the first McDonald's hamburger. Decades later, in 1984, he was honored in a ceremony in which he served the 50,000,000,000th McDonald's burger.

Any survivors?

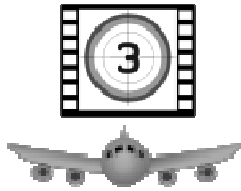


It is not known how many of those 50 billion burgers still exist today.

Today, the McDonald's Corporation knows that the success of the company is not about hamburgers, per se. The company recognizes the importance of the total customer experience with their four key watchwords: quality, value, cleanliness, and service.

February 17, 2017

Friday



Objectives & reminders

Appointments

Early morning

8 a.m.

9 a.m.

10 a.m.

11 a.m.

Noon

1 p.m.

2 p.m.

3 p.m.

4 p.m.

5 p.m.

6 p.m.

Later evening

Probably not *Star Wars*

What was possibly the first movie on a commercial airline flight was shown on February 17, 1929. Twelve passengers on the Universal Air Line flight from Minneapolis/St. Paul to Chicago watched the ten-reel motion picture as a technician operated the projector. Although the airline did not report the title of the film, it may have been a “talkie.”

Today, movies and other entertainment options are common on commercial flights -- especially longer flights. On the surface, marketers know that movies can enhance passengers’ perceived value of the flight. But they also recognize the marketing-relevance of some deeper psychological issues. First, movies help to distract anxious passengers who may fear flying. Less anxiety means a more positive flying experience, and thus a greater likelihood of future flights.

Second, although marketers know that consumers generally dislike waiting, there’s not much marketers can do to shorten actual flight times, but they can shorten passengers’ *perceived* flight time. Movies, magazines, and other entertainment, as well as food, drink and comfortable seats help the time to *seem* to pass more quickly -- thus enhancing passengers’ flying experience.

Three other ways perceptions of waiting are affected

Mirrors placed next to elevators in tall buildings invite passengers to comb their hair, check their make-up, or adjust their attire -- thus distracting their focus from the length of the wait.

Pagers loaned to restaurant patrons waiting for tables make the waiting process more palatable than idly standing in line. The pagers grant patrons the freedom to stroll around the premises, or even off premises. The pagers summon customers when their tables are ready.

Interesting decor in any service environment stirs the senses and prompts customer-to-customer conversation, thus positively distracting customers and making the waiting process seem more reasonable.

February 18, 2017

Saturday



Objectives & reminders

Appointments

Early morning

8 a.m.

9 a.m.

10 a.m.

11 a.m.

Noon

1 p.m.

2 p.m.

3 p.m.

4 p.m.

5 p.m.

6 p.m.

Later evening

Happy birthday: Charles Michael Schwab

Born in Williamsburg, Pennsylvania on February 18, 1862, Charles M. Schwab became a key figure in the U.S. steel industry. He began his steel career working for industrialist Andrew Carnegie, eventually becoming president of Carnegie Steel Company in 1896. Shortly thereafter, the company's assets changed hands and emerged as U.S. Steel Corporation, which Schwab also ran (1901-1903). In 1903, Schwab left U.S. Steel to lead Bethlehem Steel Company (as president [1903-1913], and chairman [1913-1939]) which then grew to become a dominant force in the industry -- largely attributed to the company's development of the H-beam which spurred a building boom and made feasible the construction of skyscrapers.

Friendly advice

"Be friends with everybody. When you have friends you will know there is somebody who will stand by you. You know the old saying, that if you have a single enemy you will find him everywhere. It doesn't pay to make enemies. Lead the life that will make you kindly and friendly to every one about you, and you will be surprised what a happy life you will live."
-- Charles M. Schwab



Part of Schwab's success may be attributed to his visionary leadership. He dreamed big dreams and was willing to accept the accompanying risks, once noting, "if we are going bust, we will go bust big." Moreover, he recognized that dreams are only a starting point; dreams must be turned into plans and those plans implemented before success is realized.

So, Schwab's visionary approach to business included not only ambitious big pictures, but also many of the details necessary to develop the pictures into three-dimensional realities: "A man to carry on a successful business must have imagination. He must see things as in a vision, a dream of the whole thing."

February 19, 2017

Sunday



Objectives & reminders

Appointments

Early morning

8 a.m.

9 a.m.

10 a.m.

11 a.m.

Noon

1 p.m.

2 p.m.

3 p.m.

4 p.m.

5 p.m.

6 p.m.

Later evening

Nicolaus Copernicus:

Not the center of the universe

On February 19, 1473, noted astronomer Nicolaus Copernicus was born. Copernicus advanced the proposition that the Earth orbits around the Sun annually while rotating on its axis daily. His contributions advanced our understanding of the cyclical aspects of nature's calendar and the leadership role nature plays in shaping buyers' and sellers' calendars. For example, understanding when the sun rises and sets each day influences the timing of indoor vs outdoor activities, as do seasonal changes in temperature and precipitation.

Copernicus's suggestion that the Earth was not the center of the universe was hard for many people of Copernicus's era to accept. Today it remains difficult for "ethnocentric" businesspeople to accept the notion that the Earth does not revolve around their domestic market. In the U.S., for example, some ethnocentric managers make business decisions from an American point of view; they consider the American market as primary and "foreign" markets as secondary – perhaps not realizing that more than 95 percent of the world's population lives *outside* of the U.S.

More consumer convenience created

To mass-produce and market his brand of ready-to-eat "corn flakes," Will Keith Kellogg incorporated the Battle Creek Toasted Corn Flake Company in Battle Creek, Michigan on February 19, 1906. In 1922, the name of the company was changed to the more familiar Kellogg Company. Today, Kellogg's Toasted Corn Flakes are still found on grocers' shelves, along with other popular Kellogg brands such as All-Bran (introduced in 1916), Rice Krispies (1928), and many others.



Kellogg not ethnocentric

Will Keith Kellogg was one of the first founders of an American consumer packaged goods company to recognize the potential of the *global* marketplace. He began selling corn flakes in Canada as early as 1914. A decade later, he built a manufacturing plant in Sydney, Australia -- followed by facilities in Manchester, England in 1938. Today, Kellogg brands are available in 180 countries around the world.

February 20, 2017

Monday

Presidents' Day

Buy Now

Objectives & reminders

Appointments

Early morning

8 a.m.

9 a.m.

10 a.m.

11 a.m.

Noon

1 p.m.

2 p.m.

3 p.m.

4 p.m.

5 p.m.

6 p.m.

Later evening

Presidents' Day

The third Monday of each February is set aside as Presidents' Day, on which all U.S. Presidents are honored.



Because Presidents George Washington (1st President) and Abraham Lincoln (16th President) were born during the month of February (i.e., February 22 and 12, respectively), the holiday recognizes these great Presidents in particular.

Accordingly, Presidents' Day celebrations and promotions often incorporate images of Washington and Lincoln, as well as more general patriotic themes using images of the U.S. flag or red, white and blue color combinations (i.e., colors of the U.S. flag). Also, fireworks and the playing of the National Anthem are heard on Presidents' Day.

Presidents' Day is generally designated as a non-working holiday for U.S. federal employees -- one of about a dozen such holidays for federal workers set aside each year. State and local governments, as well as corporate America often follow the federal government's lead and close for the day -- also granting their workers the day off. Thus, Presidents' Day is one of the most widely observed holidays during the year, at least in terms of consumers not reporting to their jobs.

Presidential consumer behavior

Two very general and commonsensical consumer behavior principles are particularly relevant on Presidents' Day. Both of these principles work to the advantage of marketers and event organizers who plan and promote alternative ways for consumers to spend their time and money.

P1 Employed consumers are more likely to shop on days they do not have to work. Similarly, these consumers also are more likely to pursue recreational, leisure and entertainment activities on days they do not have to work.

P2 Consumers are more likely to travel out of town for personal reasons during a three-day weekend than during a more routine two-day weekend.

February 21, 2017

Tuesday



Objectives & reminders

Appointments



Early morning

8 a.m.

9 a.m.

10 a.m.

11 a.m.

Noon

1 p.m.

2 p.m.

3 p.m.

4 p.m.

5 p.m.

6 p.m.

Later evening

“Plop, plop; fizz, fizz...”

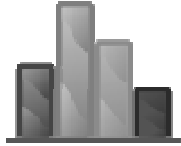
Accompanied by heavy radio advertising, Alka Seltzer was introduced by Miles Laboratories on February 21, 1931. The antacid and headache remedy enjoyed moderate sales success for several years, but sales accelerated when advertising and packaging was used to increase users' rate of consumption. The new ad campaign always showed *two* Alka Seltzer tablets dropped into a glass of water -- implying that users too should use two tablets. The accompanying jingle reinforced the desired behavior: “Plop, plop; fizz, fizz. Oh, what a relief it is!” Similarly, packaging of Alka Seltzer tablets prompted increased consumption; *two* tablets were packaged in each foil.

Today, marketers use several techniques to encourage buyers to use more product and use it more frequently. Here are a few examples:

1. Larger serving sizes. For example, consumers tend to eat larger quantities of cookies when they are larger-sized.
2. Permission sizes. Implying that it's okay or normal to choose larger quantities prompts consumers to do so. For example, consumers gravitate toward larger soft drink sizes when the choices are “small,” “*regular*,” and “large,” rather than when the same alternatives are referred to as “*regular*,” “large” and “extra-large.”
3. Perishability. If the unused portion of product is likely to spoil, we tend to go ahead and consume it.
4. Awkward packaging. If the package is destroyed when opened (like the packaging of some sandwich cookies), consumers may go ahead and use the entire amount rather than search for an alternative container to store the unused portion.
5. Discounts. If one item sells for a dollar, but three cost only two dollars, many consumers opt to buy three and then consume three.
6. Taste. When food products are tasty, larger quantities are frequently eaten.
7. Alternative uses. Like Alka Seltzer (antacid *and* headache remedy), multiple uses means more reasons to consume.
8. Variety. Additional flavors, colors, or styles help to avoid consumer boredom and stimulate additional consumption.

February 22, 2017

Wednesday



Objectives & reminders

Appointments

Early morning

8 a.m.

9 a.m.

10 a.m.

11 a.m.

Noon

1 p.m.

2 p.m.

3 p.m.

4 p.m.

5 p.m.

6 p.m.

Later evening

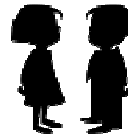
Happy birthday: Adolphe Quételet

Born in Belgium on February 22, 1796, Quételet was a numbers person. In particular, he was interested in probabilities. He learned that the distribution of values for many attributes of people and objects tended to fall in a predictable pattern clustered around the mean or average value of all the observations in the distribution, but that only a few values were actually “average.” He referred to this phenomenon as the “law of deviation from an average” – what we now refer to as the “normal” distribution or curve.

Today, marketers interested in understanding buyers’ purchase volume, frequency of store visits, income, age, or dozens of other helpful variables are seldom satisfied knowing the *average* values; they also want to know the *distribution* of these values. Thanks to Quételet’s discovery, a sampling of values enables marketers to estimate the shape of the distribution.

Stat man: Did you know?

Quételet also coined the term “statistics.” A *statistic* is an estimate derived from a sample of values taken from a larger population about which the researcher is interested in making inferences. *Statistics* is the study of such inferences, conducted, of course, by *statisticians*.



Young role models

“A Scout smiles and whistles under all circumstances.” -- Sir Robert Baden-Powell, founder of the British Boy Scouts and the Girl Guides, born on February 22, 1857

Coincidentally, Sir Baden-Powell shared the same birthday with his wife, Olave St. Clair Baden-Powell, who was born in 1889. The two were married in 1912. Olave played an active role in the Girl Guides’ movement.

Did you know it was probable?

As Adolphe Quételet might have pointed out, if 30 people are randomly selected, the probability is about 0.7 or 70 percent that two of them will share the same birthday (i.e., the same day of the year, but not necessarily the same year).

February 23, 2017

Thursday



Objectives & reminders

Appointments

Early morning

8 a.m.

9 a.m.

10 a.m.

11 a.m.

Noon

1 p.m.

2 p.m.

3 p.m.

4 p.m.

5 p.m.

6 p.m.

Later evening

Internal marketing first

The term “customers” usually refers to people and parties outside of the organization that buy the company’s goods and services. Sometimes they are described as *external customers*. Clearly, the importance of external customers is undeniable; a business can not survive without external customers with whom to transact business.

Increasingly, however, marketers also consider the importance of *internal customers* -- employees who “buy” their jobs and job responsibilities. These employees must believe in the company and its products before they can convince external customers to do so. Internal marketing is particularly important in service organizations because customer-contact employees in these businesses don’t simply *represent* the company to external customers; from external customers’ point of view, these employees *are* the company.

One tool used to market to internal customers is the employee magazine. American Express claims to have launched the first such magazine on February 23, 1916, when their company’s executive committee first appropriated \$15,000 annually for the project.

The first issue of the employee magazine, called *American Express Service*, was born in May of the same year. Featured stories talked about company values, such as personal accountability and commitment. Articles also stressed the important roles that employees play throughout the company. Many of the themes are still relevant today and worth repeating to new generations of service employees.

Timeless insights

“A merchant selling shoes must depend for his business upon the quality of the shoes themselves, whereas an institution such as the American Express, selling service, must depend upon the quality of its [employees]... Upon the combined way in which each of us shoulders this responsibility, depends the success of the Company in merchandising its service.” -- excerpt from the first issue of *American Express Service* (1916)

February 24, 2017

Friday



Objectives & reminders

Appointments

Early morning

8 a.m.

9 a.m.

10 a.m.

11 a.m.

Noon

1 p.m.

2 p.m.

3 p.m.

4 p.m.

5 p.m.

6 p.m.

Later evening

Back to basics and balance

Bombarded with deadlines and quotas to meet, meetings to attend, details to address, requests to consider, and job/family demands to balance, it's useful to periodically examine our priorities and evaluate whether the ways in which we invest our time are aligned with our priorities.

Several people share their insights on these matters. For example, Nike co-founder **Philip Knight**, who was born on February 24, 1938, points out that such conflicts are inevitable. He observes: "There is an immutable conflict at work, in life, and in business -- a constant battle between peace and chaos. Neither can be mastered, but both can be influenced. How you go about that is the key to success."

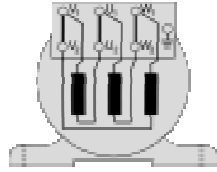
Retired educator **Donald P. Duncan**, who was born on February 24, 1916, offers more specific advice to manage the conflict. He emphasizes the value of distinguishing between the important and not-so-important: "The importance of any particular responsibility changes over time and the good judgment to distinguish at any given time between the important and the less important is paramount."

Steve Jobs, perhaps best known for co-founding Apple Computer, also was born on February 24, in 1955. He argues that people and companies are sometimes guilty of mismanaging their priorities to the point that important deadlines are missed. His philosophy was that "real artists ship," i.e., creative innovations and breakthrough designs are nice, but meeting deadlines is essential.

More recently, on February 24, 2005, **Steve Cruttenden**, marketing director for Rooster (British PR/marketing firm) commented on the tendency for businesses to become overly enamored with (distracted by?) technological possibilities on the Internet -- causing them to sometimes ignore important marketing fundamentals: "The Internet is the most cost-effective marketing tool when used correctly, yet... [m]any online strategies miss... marketing staples such as *creativity*, *key messages* and a *call to action*. We believe that companies willing to grasp the opportunities offered by the web can enjoy powerful results by going back to basics." (emphasis added)

February 25, 2017

Saturday



Objectives & reminders

Appointments

Early morning

8 a.m.

9 a.m.

10 a.m.

11 a.m.

Noon

1 p.m.

2 p.m.

3 p.m.

4 p.m.

5 p.m.

6 p.m.

Later evening

A taxing day

The ratification of the 16th Amendment to the U.S. Constitution was certified as “official” on February 25, 1913, after the required number of states approving the amendment was reached earlier in the month (February 3, 1913). The amendment paved the way for the introduction of a federal income tax.

Six years later, also on February 25, Oregon became the first state to levy a tax on gasoline -- one cent per gallon.

These and other taxes decrease the amount of money consumers have available to spend, thus increasing their sensitivity to prices. However, on the other hand, revenues generated by taxing authorities help to create enormous government markets for businesses to tap.

Power up!

February 25 marks the anniversary of the day in 1837 when a patent was issued to Thomas Davenport of Rutland, Vermont for the first practically-applied electric motor. One of his 50-pound motors was used that year to drill small holes up to ¼ inch in diameter. Another was used to turn hardwood. Both ran at a speed of 450rpm.

Although the motors performed needed functions, the extent to which they were genuinely practical for large-scale industrial applications is a debatable issue. That is, Davenport’s motors were battery-powered, a power source that was -- at the time -- about 25 times more expensive than steam power.

The electric motor illustrates the dilemma faced when new products are developed but are not truly independent. That is, when an innovation depends on other products or on an infrastructure, the adoption of the innovation is likely to be slowed. Examples abound: Automobiles require roads and fueling stations. Airplanes need airports or airstrips to take-off and land. Computer hardware is useless without software. And, of course, electric motors need a cost-efficient source of power. Sometimes when businesspeople fear that an innovation may be “ahead of its time,” it is the lack of availability or uneconomical nature of these accompanying products and infrastructure that concerns them.

February 26, 2017 Sunday



Objectives & reminders

Appointments

Early morning

8 a.m.

9 a.m.

10 a.m.

11 a.m.

Noon

1 p.m.

2 p.m.

3 p.m.

4 p.m.

5 p.m.

6 p.m.

Later evening

Food marketing day

“The best to you” on the morning of your birthday: John Harvey Kellogg

Kellogg was born on February 26, 1852, in Tyrone Township, Michigan. After studying medicine, he became a well-regarded surgeon, but soon developed an interest in the dietary needs of his patients at a sanitarium in Battle Creek, Michigan. His nutritionally-enhanced foods found a market which he and his brother Will tapped through their company, Sanitas Food Company. They produced and sold dry wheat, rice, and corn flakes positioned as a breakfast cereal.

Later, the brothers went their separate ways. Will formed the Kellogg Company to market cereals and John formed the Battle Creek Food Company to promote coffee substitutes and soy milk products. In addition to his food company, John Kellogg also authored about 50 nutrition-related books to promote healthy eating habits.

Longevity formula

“Eat half as much, sleep twice as much, drink three times as much, laugh four times as much, and you will live to a ripe old age.” – John Harvey Kellogg

Happy Birthday: Fanny Cradock

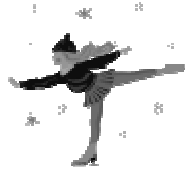
On John Kellogg’s 57th birthday (1909), another food marketer was born -- Phyllis Pechey. Pechey grew up in the United Kingdom and after World War II became known as the cooking guru Fanny Cradock. At least two of her cookbooks, *The Cook’s Book* and *The Sociable Cook’s Book* became best-sellers. According to one obituary, “she did much to awaken British regard for cooking after [World War II] and to improve the standards of commercial catering. Her aim was to make good cookery easy and fun for the postwar generation of housewives, who had grown up during the years of food shortages.”

Sales cooks: Possible take-away

“A good salesman is like a good cook. He can create an appetite when the buyer isn’t hungry.” -- George H. Lorimer, American journalist and author

February 27, 2017

Monday



Objectives & reminders

Appointments

Early morning

8 a.m.

9 a.m.

10 a.m.

11 a.m.

Noon

1 p.m.

2 p.m.

3 p.m.

4 p.m.

5 p.m.

6 p.m.

Later evening

Skating on thin ice

The closing ceremonies of the Winter Olympics in Lillehammer, Norway were held on February 27, 1994, without U.S. ice skater Nancy Kerrigan, who had already left the Olympic Village for an appearance at Disney World. She was to receive more than \$2 million from Disney and other companies for various appearances and endorsements. Unfortunately, while standing next to Mickey Mouse at her first appearance, she unwittingly said into a microphone, "I can't believe I'm doing this. This is so corny."

Happy birthday: Elizabeth Taylor



Academy Award winning actress Elizabeth Taylor was born in London on February 27, 1932.

Taylor's acting career got an early start when she appeared in her first motion picture at the age of nine.

As a child actress, she starred in *Lassie Come Home* (1943) and *National Velvet* (1944).

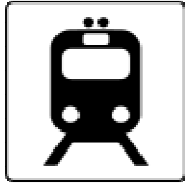
As an adult, she starred in many other movies and soon enjoyed an image of beauty and glamour that was well-suited for corporate America. However, she was very selective in terms of the products she endorsed or lent her name to. She did play a role in developing and endorsing a few perfume brands for perfume-maker Elizabeth Arden -- including White Diamonds and Black Pearls, among others.

Downside of celebrity spokespeople

Although the association with celebrities may have a positive impact on a brand or company, there are disadvantages. First, celebrities' credibility and sincerity are called into question when they have too many endorsements. Second, their image or appearance may change over time and grow to be a mismatch with the brand, company, or target markets. Even if the celebrities do not change, target markets may evolve to the point that they do not recognize or relate to the celebrity. Finally, celebrities are frequently in the media spotlight and are caught making comments that are not in the best interest of the companies and brands they supposedly endorse. Unlike advertising copy, what celebrities say and do cannot be controlled fully.

February 28, 2017

Tuesday



Objectives & reminders

Appointments

Early morning

8 a.m.

9 a.m.

10 a.m.

11 a.m.

Noon

1 p.m.

2 p.m.

3 p.m.

4 p.m.

5 p.m.

6 p.m.

Later evening



All aboard!

On February 28, 1827, B&O Railroad became the first railroad chartered to carry passengers in the United States. The railroad soon learned that transporting *people* is not the same business as transporting *cargo*.

Today, service businesses in a variety of industries recognize the same reality, i.e., different competencies are required to serve people than to serve objects. On balance, people tend to be more challenging. For example, people are inefficient; they require more space than similarly sized objects. They are not interested in simply being transported or otherwise being passive recipients of the service, but are conscious of the process or experience associated with the trip or service. They require amenities and expect to be comfortable. They require higher safety standards. Further, because each service customer is different, each one is likely to have a different set of expectations. And, unlike objects, people are more likely to notice service quality mishaps or deviations.



Ethical relief

"I went to [business school]... I was really torn... I had somehow picked up, as many people do... that there was something, not immoral, about business, but a sense that you had to play the edges in order to be successful. I think a lot of people feel that way. The business school was a tremendous release, because everything I was taught at the business school said that's not true. The way to be successful is to be straight." -- James E. Burke, former chairman and CEO of Johnson & Johnson, born on February 28, 1925

Don't stop with one idea

"The best way to have a good idea is to have a lot of ideas." -- Linus Pauling, chemist/physicist and Nobel Prize winner, born on February 28, 1901

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The marketing race?

"If everything seems under control, you're just not going fast enough." -- Mario Andretti, professional race car driver, born on February 28, 1940