

January 1, 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

New Year's Day

In the U.S., New Year's Day is a holiday for federal workers. As such, most government offices are closed, including post offices; mail is not delivered. Like most of the dozen or so days designated as federal holidays, state and local governments, banks, and many businesses follow the fed's lead and also are closed on January 1.

Worldwide marketing opportunity?

New Year's Day and/or New Year's Eve (last night) is the most celebrated holiday on the planet – celebrated by about three-fourths of the world's population.

A new beginning -- today!

“Every man should be born again on the first day of January. Start with a fresh page. Take up one hole more in the buckle if necessary, or let down one, according to circumstances; but on the first of January let every man gird himself once more, with his face to the front, and take no interest in the things that were and are past.” -- Henry Ward Beecher, 19th century American clergyman and abolitionist

“Huddled Masses Yearning to Breathe Free”

On January 1, 1892, Annie Moore, a 15-year-old girl from Ireland became the first immigrant to pass through Ellis Island's Immigration Station in New York Harbor. During the 62 years that followed, millions of immigrants to America followed Moore -- one million a year at the peak. Knowing that Ellis Island and the adjacent Statue of Liberty were the first two American landmarks that these immigrants experienced, today we recognize these landmarks as symbols of American diversity, freedom and hope.

Speaking of hope...

After fleeing France in 1799, Pierre Du Pont and 17 other members of the Du Pont family arrived in America on January 1, 1800. The Du Ponts went on to become one of the wealthiest families in the nation.

January 2, 2017

Monday

Goal Season

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

Marketing & New Year's resolutions

U.S. consumers make an average of 1.8 resolutions each new year. New Year's resolutions most frequently pertain to health and fitness (22%), career (18%), personal growth and interests (15%), personal finance (11%), time management (11%), family and relationships (8%), education (6%), home improvement and real estate (5%), or recreation and leisure (3%). Women are slightly more likely than men to make New Year's resolutions. Not surprisingly, around the first of the year while consumers are thinking about resolutions, marketers are likely to find receptive audiences for advertisements and other marketing communications that tie-in with consumers' desire to achieve or change.

Resolution affiliations

Notice this month's ads for these companies and brands, and how the ads relate to New Year's resolutions.

- Nicorette (stop smoking)
- H&R Block (improve/control finances)
- Weight Watchers (lose weight)
- Bally Total Fitness (exercise more)
- Monster.com (find a better job)

But, as the New Year's celebrations fade away, New Year's resolutions are likely to fade away as well if consumers lack the commitment to follow-through and make their resolutions a reality. One *USA Today* survey suggested that about 23 percent of New Year's resolutions don't survive the first week of January and 45 percent don't survive the month. Fortunately, marketers can play an important role in strengthening consumers' resolution resolve.

Some consumers may have not yet considered New Year's resolutions at all, or none particularly relevant to the marketer's product category. In these instances, consumers may be quite receptive to relevant resolutions businesses might suggest. For example, Prudential Investments recommends three "financial resolutions" to their customers: (1) "Review and rebalance your portfolio," (2) "Keep your education savings plan on track," and (3) "Rely on professional financial guidance." Prudential's newsletter, *Advised Choices* offers specific guidelines and suggestions to help customers pursue those resolutions.

January 3, 2017
Tuesday



Objectives & reminders

Appointments

Early morning

8 a.m.

9 a.m.

10 a.m.

11 a.m.

Noon

1 n.m

2 nm

National marketing effort helps win World War II

January 3, 1946, marked the effective end of the U.S. Department of Treasury's Defense Savings Program that had raised \$185.7 billion to help fund World War II through the sale of war bonds.

The fundraiser had started almost five years earlier and utilized a series of print and radio ad, as well as posters and mailings. A sales force of 500,000 volunteers coaxed Americans to buy bonds to support the war effort. The media donated more than \$250,000-worth of space and time to the campaign, free of charge. Leading advertising agencies such as Young & Rubicam also contributed their talent to the fundraiser, as well as artists such as Norman Rockwell and Thomas Hart Benton, and celebrities such as Kate Smith and Betty Grable. Government agencies played an important role too; for example, the Internal Revenue Service supplied mailing lists and income information. Individual businesses participated as well; many included regular reminders in their ads urging customers to buy bonds.

More than marketing bonds

The Secretary of the Treasury during the war bond campaign was Henry Morgenthau. Although he recognized other ways to raise money to pay for the war, he wanted "to use bonds to sell the war, rather than vice versa." When consumers bought war bonds, in other words, Morgenthau believed they would feel more invested in and therefore more committed to the war effort.

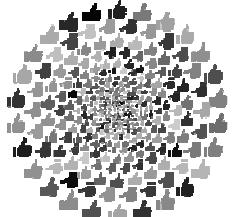
Happy birthday: Apple Computer

Founded by Steve Jobs, Steve Wozniak, and Ron Wayne, Apple Computer was incorporated on January 3, 1977. According to one account of the company's history, a group discussion intended to determine a name for the company was headed nowhere, so in frustration Jobs proclaimed that if the group didn't think of a suitable name within five more minutes he would name the company after the apple he was eating at the time. The group didn't, so he did.



January 4, 2017

Wednesday



Objectives & reminders

Appointments

Early morning

8 a.m.

9 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

Motivational pioneer

Frenchman Emile Coue arrived in New York City on January 4, 1923, to spread his self-help recipe for a better life. As the founder of "Coueism," Coue believed in the power of positive thinking reinforced by auto-suggestion. For example, he urged people to chant, "Day by day, in every way, I'm getting better and better."

Fordism

Industrialist Henry Ford, founder of the Ford Motor Company, also believed



that people could help themselves by thinking more positively. He reminded workers that whether they believed they *could* or could *not* accomplish a task, they were probably right.

Although chanting may not be common today, it is common for motivational consultants and self-help experts to warn people to guard against negative self-talk: "As you think, so you become." When you find yourself being self-critical, ask yourself if you would talk to others that way. If you wouldn't be harsh of others, why brutalize yourself?



Foote in the door

Advertising guru Albert Lasker turned over his advertising agency -- Lord & Thomas (L&T) -- to the three men who had run L&T offices in New York (Emerson Foote), Chicago (Fairfax Cone), and Los Angeles (Don Belding). The trio promptly renamed the company, "Foote, Cone & Belding" (FCB), and opened for business on January 4, 1943.

Over the years, FCB has orchestrated advertising campaigns for several major clients, including Ford Motor Company, Nabisco, S.C. Johnson & Son, and Zenith, to name a few. Two of the most memorable slogans the agency inked include, "When you care enough to send the very best" (Hallmark Cards), and "Does she or doesn't she? Only her hair dresser knows for sure" (Clairol hair coloring).

January 5, 2017

Thursday



Objectives & reminders

Appointments

Early morning

8 a.m.

9 a.m.

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11 a.m.

Noon

1 p.m.

2 p.m.

3 p.m.

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5 p.m.

6 p.m.

Later evening

Happy birthday: Aaron "Bunny" Lapin

Born on January 5, 1914, Lapin was an inventor best known for whipping-up the 1948 dessert topping in a can, *Reddi-Wip*. First distributed by milkmen in St. Louis, *Reddi-Wip* soon became popular across America -- earning Lapin the nickname of Whipped Cream King. In 1998, *Time* magazine dubbed *Reddi-Wip* as one of the century's 100 greatest consumer innovations.



Happy birthday: Kemmons Wilson

Born in Osceola, Arkansas on January 5, 1913, Charles Kemmons Wilson was raised by his mother after his father died when Wilson was only nine months old. At age 14, Wilson dropped out of school to become a drug store's delivery boy to help support the family. From deliveries his career led him into numerous jobs and small businesses, including popcorn machine operator, builder, pinball machine business, and a movie theater.

In 1951, while on a trip with his family, Wilson encountered a number of overpriced, uncomfortable and otherwise unappealing hotel accommodations. So, the next year he built his own motel in Memphis, Tennessee, which he called Holiday Inn. Twenty years later, more than 1,600 Holiday Inns had been built, making Holiday Inn the largest hotel-motel company on the planet.

Work hard

"Work only a half a day; it makes no difference which half -- it can be either the first 12 hours or the last 12 hours."

-- Kemmons Wilson

Build a team; learn to delegate

"No job is too hard as long as you are smart enough to find someone else to do it for you."

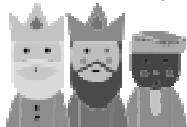
-- Kemmons Wilson

Holiday Inn: Presidential appeal

U.S. Senator (1964-1976) and Vice-President (1977-1981) Walter Mondale, also was born on January 5 (1928). In the mid-1970s Mondale ran for the presidency, but eventually withdrew from the race. He explained, "I don't want to spend the next two years in Holiday Inns." Perhaps he was not a member of Holiday Inn's target market.

January 6, 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

Epiphany

The twelfth day after Christmas, January 6, is known as the Epiphany (meaning appearance). Also known as Three Kings Day, Epiphany is celebrated in commemoration of the day the Magi visited baby Jesus shortly after his birth – presenting him with gifts of gold, frankincense, and myrrh. Recognized as a festive occasion as early as 567, Russian and Greek Orthodox churches, among others, observe Christmas on this day.

Entering someone's house during the 12 days between Christmas and the Epiphany was considered bad luck, hence the tradition of gift-giving emerged. Accordingly, during about the 13th century the Christmas season gift-giving carol regarding *The Twelve Days of Christmas* was first recited, although the timeless classic did not appear in print until about 1780 – in a London-published children's book entitled, *Mirth Without Mischief*.

What to give your “true love” who already has everything else

“12 lords a leaping,
11 ladies dancing,
10 pipers piping,
9 drummers drumming,
8 maids a milking,
7 swans a swimming,
6 geese a laying,
5 golden rings,
4 colly birds,
3 French hens,
2 turtle-doves,
And a partridge in a pear tree.”



Packaging innovation

On January 6, 1929, Sheffield Farms of New York began replacing glass milk bottles with paper cartons for home delivery.

The paper cartons were lighter, less-dangerous if dropped and broken, and were more convenient in that they did not require recycling. Although other milk producers followed Sheffield Farms' lead in subsequent years, glass bottles continued to be used for milk deliveries by some companies well into the 1960s.

January 7, 2017

Saturday



Objectives & reminders

Appointments

Early morning

8 a.m.

9 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

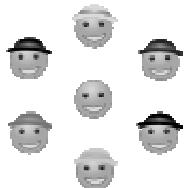
Advertising 100 years ago today

Page 10 of the January 7, 1917, edition of *The New York Times* was devoted exclusively to advertising. A total of 42 ads on that page alone clamored for readers' attention. Some ads were probably more effective than others. Consider these observations:

1. Eight ads prominently mentioned price, but only four of these suggested or implied that the price was a special or sale price.
2. All 42 ads included a product-related picture or drawing. For tangible goods, these typically included the product itself. For services, pictures or drawings attempted to show the results of the service (e.g., an apparent customer receiving "The Nestle Permanent Hair Wave").
3. In six ads the picture occupied half or more of the ad. Only five ads included any noticeable white space (blank areas). Most of the ads were copy-intensive; apparently advertisers tried to cram as many words into the ads as possible.
4. Eight ads included what appeared to be a recognizable company logo or brand trademark image. However, several others used what may have been a unique type font.
5. Thirty-nine ads included a headline with type larger than the copy. Twenty-one of these headlines included only the name of the product, brand and/or company. Examples: "Scotch Wool Socks," "English Sofa," "Freeman's Face Powder," "Parker's... Hair Treatment," and "Trout Jewelry Shop."
6. Another nine headlines seemed to try to capture readers' attention with a reader-relevant benefit or distinguishing product feature/claim. Examples: "Take the Jar Off Your Spine" (cushioned shoe heels), "Improve Your Appearance" (wigs/toupees), "Reduce Your Flesh" ("rubber garments"), "Your Guests Will Admire" (lamps), "Conspicuous Nose Pores: How to reduce them" (facial soap), and "High Quality..." (seeds, plants).

January 8, 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

Buyers notice design before other attributes

“Great design will not sell an inferior product, but it will enable a great product to achieve its maximum potential.” – Thomas J. Watson, Jr., former chairman and CEO of IBM, born on January 8, 1914



Education as a journey, not a destiny

“The only person who is educated is the one who has learned how to learn -- and change.” -- Carl R. Rogers

Happy birthday: Carl R. Rogers

Born in Oak Park, Illinois on January 8, 1902, Rogers was the psychologist who pioneered client-centered therapy, encounter group techniques, and experiential learning. He believed that clients should play an active role in their interaction with therapists, i.e., they should not be passive recipients of therapeutic prescriptions. When clients are active, Rogers maintained, they are more likely to learn and grow at a faster pace and are more likely to be confident in and committed to the insights *they* discover and the decisions *they* make.

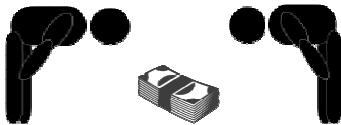
In much the same way, today's effective salespeople realize that solutions can not be dictated to buyers. Buyers do not want someone else to “sell” them; rather, they want to reach their own conclusions as to which product alternatives to purchase. When buyers actively and genuinely interact with salespeople -- rather than passively listen to a sales “pitch” -- their chances of convincing themselves increase. It follows that buyers, like psychologists’ patients, are more likely to be committed to the decisions that *they* make than to those forced upon them by high-pressure salespeople.

Creativity defies evaluation

“The very essence of the creative is its novelty, and hence we have no standard by which to judge it.”
-- Carl R. Rogers

January 9, 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

Early advice to employees regarding a customer service attitude

"If you feel ashamed at bowing to the clerk or errand boy of a client firm, you will be angry and feel offended, but if you are aware that you are bowing to money, you will have patience."

— Iwasaki Yataro, Japanese industrialist who founded Mitsubishi (one of the world's first big business organizations), born on January 9, 1835



Japanese invade California

The automobile brand names of Toyota and Datsun (now Nissan) appeared in Los Angeles for the Imported Motor Car Show on January 9, 1958. Prior to that date, these Japanese autos were sold in the United States as American brands through joint ventures with Ford Motor Co. and General Motors.

At the time, Japan's brand-building challenge was a formidable one. Many American consumers cited "patriotic reasons" to explain their refusal to buy Japanese-made vehicles. Some American mechanics who also were World War II veterans refused to service or repair Japanese-made automobiles.

Happy birthday:

Alvah Curtis Roebuck

Born in Lafayette, Indiana, on January 9, 1864, Roebuck's interest in watch-making and repair led him to team up with Richard Sears in 1887. Their association soon led to a retailing partnership and the incorporation of Sears, Roebuck & Company in 1893. Roebuck played several roles in Sears, Roebuck & Co. (including writing the company's history) as well as in other companies (e.g., Emerson Typewriter Co.) until his death in 1948.



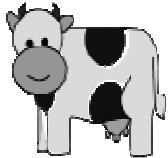
Quest for success

"It was our constant desire to maintain our margin of superiority by means of improvements and new inventions."

-- Alvah C. Roebuck

January 10, 2017

Tuesday



Objectives & reminders

Appointments

Early morning

8 a.m.

9 a.m.

10 a.m.

11 a.m.

Noon

1 p.m.

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3 p.m.

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5 p.m.

6 p.m.

Later evening

“Where’s the beef?”

One of the most memorable and most effective TV ad campaigns in history was launched by Wendy’s International (hamburgers) on January 10, 1984. On that day, an elderly lady in a Wendy’s ad, Clara Peller, examined the contents of a competitor’s burger and asked, “Where’s the beef?” Before Clara first uttered these famous words, consumer surveys found that 37 percent of U.S. consumers had either seen or heard of advertising for Wendy’s. Follow-up research in April showed that consumer awareness had climbed to 60 percent.

Political beef

Given Wendy’s success with the line, U.S. presidential candidate Walter Mondale challenged his competitors in his 1984 bid for the Democratic presidential nomination when he too asked, “Where’s the beef?” Four years later, while also running for the presidency, candidate Jesse Jackson used the line again. Unfortunately for them, neither Mondale nor Jackson enjoyed as much success with the slogan as Clara did. Neither became president.



19th century birthdays on January 10

1835 Fukuzawa Yukichi. Born in Osaka, Japan, Yukichi was an economist and educator whose highly influential writings in the late 1860s introduced many Japanese business leaders and policy-makers to Western business practices. In 1858 he founded what is now one of the leading universities in Japan -- Keio Gijuku University. Business historian Morgen Witzel studied Yukichi’s work and its impact and concluded that, “[m]odern Japanese business owes much of its character and culture to [Yukichi’s] work.”

1847 Jacob Henry Schiff. Born in Frankfort, Germany, Schiff moved to the U.S. in 1865 and began a career in banking – focusing on railroad finance and becoming head of Kuhn, Loeb & Co. (banking firm) at the age of 38. Schiff was known for his high integrity and strong sense of values – characteristics that were apparent in his business relationships.

January 11, 2017

Wednesday

*Marbles
are
all right!*



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.

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5 p.m.

6 p.m.

Later evening

Happy birthday: Harry Gordon Selfridge

Born in Ripon, Wisconsin on January 11, 1858, Selfridge enjoyed a successful career working for Marshall Field's department store in Chicago. In 1909 he moved to England and soon opened a department store of his own.

At Field's store, Selfridge was instrumental in cultivating the price-sensitive consumer market with his 1886 innovation of the "bargain basement" concept -- an idea that was adopted by other department stores and used well into the 1960s.

Loyalty marketing

"Get the confidence of the public and you will have no difficulty in getting their patronage... Remember always that the recollection of quality remains long after the price is forgotten." -- Harry Gordon Selfridge

Selfridge also shaped the philosophy of retailing when he asserted, "The customer is always right." And he developed a technique to help put Christmas shoppers in the mood to buy when he began reminding them, "There are only _____ shopping days left until Christmas."

Today, "Selfridge's" department stores continue to operate in England -- in London, Manchester, and Birmingham.

What is the customer?

What did H. Gordon Selfridge mean when he proclaimed "The customer is always right"? Was Selfridge right? If not "always right," is the customer always something else?



But, when the customer isn't right...

"Whenever you're in conflict with someone, there is one factor that can make the difference between damaging your relationship and deepening it. That factor is attitude." -- William James, pioneering American psychologist, born in New York City on January 11, 1842

January 12, 2017

Thursday



Objectives & reminders

Appointments

Early morning

8 a.m.

9 a.m.

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11 a.m.

Noon

1 p.m.

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5 p.m.

6 p.m.

Later evening

January 12 birthdays

1884 Mary Louise Cecilia Guinan. Originally an actress, Guinan was a night club greeter and hostess in New York in the mid-1920s. She found that customers would spend more money if they were welcomed, joked with, and otherwise recognized.

1905 Oather Dorris "O.D." McKee -- "America's snack king" -- founder of several bakeries including the McKee Bakery Company in 1957 (now McKee Foods). In 1960, his granddaughter, Debbie McKee, had her picture taken for inclusion on the packages of a new line of "Little Debbie" snack cakes. As an adult, Debbie McKee managed of one of McKee Foods' plants in Gentry, Arkansas.

1916 Ruth Rogan Benerito, chemist who pioneered wash-and-wear fabrics (among other accomplishments) to enable producers of cotton clothing to differentiate their products. Her innovations made clothing more convenient ("drip-dry"), more comfortable, and crease- and stain-resistant.

1930 Tim Horton, pro hockey player for 24 seasons (primarily for the Toronto Maple Leafs). Horton entered the coffee and donut retail business in the 1960s. Today, there are more than 2,600 Tim Hortons coffee and donut shops across Canada and more than 300 locations in the U.S.

1947 Edward J. Zander, former president of Sun Microsystems, and chairman and CEO of Motorola (2004-2008). To encourage debate and frank discussions, Zander explains that he "sometimes take[s] a contrarian view just to play it out and see whether there is original thought there, and whether they're willing to... defend their position."

1964 Jeff P. Bezos, founder of Amazon.com, online books and other merchandise. Regarding innovation in a high-tech world, Bezos points out that "[u]nless you [can] create something with a huge value proposition for the customer, it would be easier for them to do it the old way."

January 13, 2017

Friday



Objectives & reminders

Appointments

Early morning

8 a.m.

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11 a.m.

Noon

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6 p.m.

Later evening

Flying ideas

Great ideas are not always formulated in laboratories or designed by committees. Often they're unintentionally discovered by those who pay attention to the world around them. That's what happened in the mid-1950s when someone from the Wham-O toy company noticed truck drivers in Connecticut showing a group of college students how to fly pie pans through the air.

The truck drivers worked for the Frisbee Pie Company and may have been trying to create a competitive advantage for the company by demonstrating alternative uses of pie pans (or they could have been goofing off). Regardless of the truck drivers' motives, the Wham-O employee apparently knew the idea would fly so he followed up and on January 13, 1957, the company introduced what would become one of the most popular toys of the 20th century, the "Pluto Platter," which later became known as the Frisbee.



Now well beyond "national" in scope

The National Geographic Society was formed on January 13, 1888, by a diverse group of 33

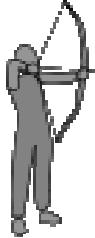
individuals. The organization soon began publishing *The National Geographic Magazine* that has continued to serve as a rich source of information and insights about countries and cultures around the world. In 2015, the magazine was published in 40 languages with a global monthly circulation of 6.8 million copies (3.5 million in the U.S.).

Fries & Schuele follows trend

Founded in 1868 in Cleveland, Ohio, Fries, Klein & Co. (later Fries & Schuele) dry goods store grew into a department store and one of the country's biggest carpet-selling outlets. One hundred years after its founding -- in 1968 -- the downtown Cleveland store employed 150 people. In the 1970s, however, as more and more customers moved to the suburbs and discount stores grew in popularity, Fries & Schuele found it increasingly difficult to compete. Finally, the store closed on January 13, 1979.

January 14, 2017

Saturday



Objectives & reminders

Appointments

Early morning

8 a.m.

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11 a.m.

Noon

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6 p.m.

Later evening

Why contracts should be read carefully

“Nothing in fine print is ever good news.” – Andy Rooney, American journalist and keen observer of human behavior, born on January 14, 1919

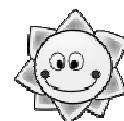


Float this publicity idea

In San Francisco, on January 14, 1988, Gary Sussman transformed a 6,000-pound bar of Ivory soap into a statue as part of a celebration of the area's 1849 gold rush. Because soap-carving is not an everyday occurrence, the statue successfully generated publicity for both the Forty-Niner event as well as for the Ivory brand. The size of the statue also contributed to its novelty and therefore its publicity potency.

Courage to seize opportunities

“I've never thought I could do everything, but I've always thought that one should be prepared to take risks, and not be confined in some totally predictable way. There are extraordinary opportunities out there, ...look for them, and try to take them! You're going to fail sometimes.” – Carol Bellamy, former president and CEO of World Learning, former Executive Director of UNICEF, and former Director of the Peace Corps, born in Scotch Plains, New Jersey on January 14, 1942



Evaporation leadership

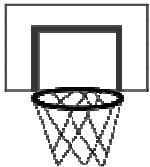
“Constant kindness can accomplish much. As the sun makes the ice melt, kindness causes misunderstandings, mistrust and hostility to evaporate.” – Albert Schweitzer, German theologian, physician, musician, moralist, and winner of the Nobel Peace prize (1952). Schweitzer was born on January 14, 1875.

Aim high, expect high

“The minute you settle for less than you deserve, you get even less than you settled for.” -- Maureen Dowd, *New York Times* columnist and best-selling author, born on January 14, 1952

January 15, 2017

Sunday



Objectives & reminders

Appointments

Early morning

8 a.m.

9 a.m.

10 a.m.

11 a.m.

Noon

1 p.m.

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5 p.m.

6 p.m.

Later evening

Roosevelt wins!

No, not Theodore or Franklin, but 73-year-old Eleanor Roosevelt (widow of U.S. President Franklin D. Roosevelt). On January 15, 1958, she finished in the top spot as the most admired woman in the United States, according to a survey conducted by the Gallup Organization. Among her many accomplishments, Ms. Roosevelt promoted the work of the United Nations and was active in the fight for human rights around the world.



Withholding consent

“No one can make you feel inferior without your consent.” -- Eleanor Roosevelt

Slam dunk synchromarketing idea

Seasonal changes in the weather can place constraints on the production and influence the demand of many goods and services. Ski resorts have a tough time attracting skiers in mid-summer, and “ice cold” drinks are more difficult to sell in mid-winter. To offset these seasonal peaks and valleys, often product lines are diversified. Ski resorts become campgrounds in the summer and beverage-makers tout hot drinks during the winter.

Such is the marketing rationale behind the invention of basketball -- introduced on January 15, 1892 by Dr. James A. Naismith, an instructor at the YMCA’s International Training School in Springfield, Massachusetts. That’s the day the official rules for the new game were first published, in Springfield’s *Triangle Magazine*.

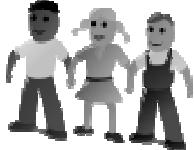
Naismith’s goal was to improve YMCA attendance during cold weather and he believed he needed a new game to do that. To avoid the winter weather, he concluded that the game should be played indoors. The design of the product (i.e., the rules of the game) would have to accommodate an indoor environment. Thus, running with the ball or kicking it was not allowed (space too limited), and tackling or violent contact with other players was prohibited (playing surface too hard).

Dr. Naismith’s innovation caught on and today is not only a winter-time participant activity, but a popular spectator sport as well.



January 16, 2017

Monday



Martin Luther King, Jr. Holiday

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: Martin Luther King, Jr.

Born in Atlanta, Georgia on January 15, 1929, Reverend and Dr. King was a prominent civil rights leader who advocated nonviolent protests to achieve equal rights. Tragically, he was assassinated in 1968. In 1986, his birthday was recognized as a Federal holiday in the United States, now celebrated annually on the third Monday in January -- today.



King on compatibility

“We must learn to live together as brothers or perish together as fools.”

King on leadership

“There comes a time when one must take a position that is neither safe, popular, nor political; but because it is right.”

King on service

“Life’s most persistent and urgent question is, ‘*What are you doing for others?*’”

Good day to salute Desert Storm veterans

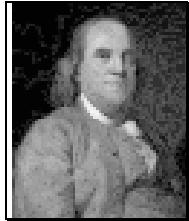
At midnight on January 16, 1991, Iraqi troops failed to meet the United Nations' deadline to leave Kuwait, so at 4:30 a.m. EST, U.S. aircraft were launched and soon began bombing targets in Iraq as part of operation “Desert Storm.” The Persian Gulf War had begun and included an international coalition of forces from 32 nations against Iraq. The War continued for about six weeks, and although Iraq surrendered, Saddam Hussein remained in power and remained a threat. Twelve years later, another war against Iraq was launched to remove Saddam Hussein from power.

Did you know?

There are more than 2.7 million U.S. veterans of the 1991 Persian Gulf War.

January 17, 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

Save this week?

During the first World War, the U.S. Treasury Department established Thrift Week to promote saving and discourage waste, and thus aid the war effort. The agency timed the week to coincide with founding father Benjamin Franklin's birthday (born January 17, 1706) who was an advocate of thrift. Thrift Week proved to be so effective and popular during the war that the week of Franklin's birthday continued to be set aside as Thrift Week for several years after the war.

Ben Franklin on thrift

1¢	"A penny saved is a penny earned."	
\$2	"If you would like to know the value of money, go and try to borrow some."	
3¢	"Beware of little expenses. A small leak will sink a great ship."	

Franklin became a vegetarian in 1722 –
to save money for the purchase of books.

Today, most organizations could benefit from an annual Thrift Week. As expenses tend to attach themselves to organizations much like barnacles cling to the hulls of ships, it's a good idea to occasionally lift the organization out of the water, so to speak, and scrape away some of the expenses. Large amounts of money can be saved by finding alternative methods to accomplish job tasks without sacrificing excellence. Examples: A bank found that they saved \$23,000 annually by replacing the paper envelopes previously used in their drive-through windows with reusable plastic containers. A construction company saved \$5,000 annually when it canceled the lease of a radio channel and used cell phones instead.

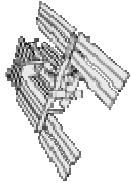
Don't overdo it

Although the efficiency of most organizations can be improved, avoid being overly preoccupied with trying to "slash" the company's budget. Some short-term savings (such as ignoring employee training and equipment maintenance) can be costly in the long-run. Moreover, a business can not "save" its way to prosperity. At some point it must invest money to earn money.



January 18, 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

It's official:

Biggest marketing communication

The world's record for the largest communicated message was confirmed by officials at Guinness World Records on January 18, 2015. The message was a short but potent one from a 13-year-old girl named Stephanie to her father who was an astronaut circling the earth at the time on the International Space Station:

“Steph s you!”

Etched in the Nevada desert by a team of 11 Genesis brand automobiles, the message was more than 5.5 kilometers tall and could be read from 300 kilometers in space.

Hyundai Motor Company, the maker of the Genesis, seized the publicity opportunity accompanying the record-breaking achievement by pointing out that only vehicles with excellent driving stability and other qualities could create such an elaborate message on such a rough surface. Further, the company suggested to consumers that the message itself reflects the firm's caring vision.

See it for yourself on YouTube

www.youtube.com/watch?v=3EOAXrTrsOE

The feat was included as part of an advertising campaign for Genesis and was preserved on a four-minute YouTube video that has been viewed more than 70 million times. Had the company purchased advertising to generate the same amount of exposure that the publicity generated, it would have cost an estimated \$50 million.

Anatomy of a successful publicity effort

1. Amazing, record-breaking event that captured public and media attention.
2. Facilitated by the brand (thus drawing attention to the brand).
3. Tugged at heartstrings (i.e., daughter's love for her far-away father).
4. Preserved and shared on YouTube.

January 19, 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

Happy birthday: Auguste Comte

Born in Montpellier, France on January 19, 1798, Comte was a social philosopher who believed that social forces influence individual behavior. He coined the term “sociology” to describe the objective study of these forces.

Today, marketers recognize the important roles that others play in shaping buyers’ perceptions, purchases and consumption behavior. Members of the immediate family tend to exert the strongest social influence on consumers. Products that are publicly visible during consumption are more likely to be the targets of social influence than more privately consumed products (e.g., shirts and slacks rather than undergarments).

Indeed, what other people say and do matters, and marketers realize this. That’s why marketing communications often imply that prospective buyers’ friends also prefer a particular brand. For example, soft drink ads often include groups of people sharing the brand together. Other ads suggest that buyers should consider the effect that purchase decisions have on other people. For example, some automobile tire ads suggest that the family’s safety depends on a wise choice of tires.

A third approach is to appeal to *influencers*, i.e., people who are likely to influence others’ consumption or purchase decisions. That’s why some ads instruct children to “ask your parents...” and why “friends don’t let friends drive drunk.”

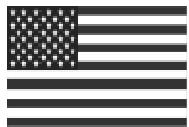
Not you?

If you don’t think your consumer behavior is influenced by other people consider these questions:

1. After buying a new piece of clothing, do you ask your friends if they like it? Do you hope they will say “yes”?
2. When shopping for food and beverage items, do you tend to buy less expensive house brands for personal consumption, but well-known “leading” brands when entertaining guests?
3. Before making a major (or not-so-major) purchase, do you first solicit the opinions of family and friends?

January 20, 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

Inauguration Day

Since 1937 Inauguration Day has occurred in the U.S. every four years on January 20 following a presidential election the preceding November (presidential elections are held every other even-numbered year, i.e., 2012, 2016, 2020, etc.). It's the day when a new four-year presidential term begins, and is always accompanied by an inauguration speech by the new or re-elected president – a speech that typically reinforces American values and looks to the future with a spirit of optimism, teamwork, and patriotism.

To help celebrate the new presidential term, Inauguration Day is a holiday for U.S. federal workers and for workers in many other organizations that follow the federal government's holiday calendar.

Your turn

"And so, my fellow Americans: ask not what your country can do for you -- ask what you can do for your country. My fellow citizens of the world: ask not what America will do for you, but what together we can do for the freedom of man."
 -- President John F. Kennedy, 35th President of the U.S. (1961-1963), inaugural address, January 20, 1961

Nixon's twist

Twelve years later, Richard M. Nixon was sworn in for his second term as the 37th President – on January 20, 1973. Nixon put his own twist on Kennedy's famous patriotic plea when Nixon exhorted, "Ask not just what will the government do for me, but what can I do for myself?"



Happy birthday: Donald V. Fites

Born in Tippecanoe, Indiana on January 20, 1934, Fites worked for the \$21 billion maker of earth-moving equipment -- Caterpillar -- since the age of 22. Working his way up the corporate ladder, he was named chairman and CEO in 1990. He was a strong believer in empowering employees: "[M]y philosophy is to push decision making as far down as you can, to really make people feel accountable and responsible for their decisions, and then reward them when they do well."

January 21, 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

National Hugging Day

Kevin Zaborney of Port Huron, Michigan sponsors National Hugging Day on January 21. The premise of the special day is that most people could benefit from a few more hugs and that many of us need to be reminded to increase the number of hugs we share -- which traditional non-huggers may find difficult to do.

Because it's not a good idea to cross the hugging line, so to speak, Debra Benton of Benton Management Resources offers a few tips for proper hugging in a business setting. She advises:

1. "Expect acceptance, but if in doubt, the first time you hug, say something along the lines of 'You've been so supportive, I'd like to give you a hug.'"
2. "Grasp right hands and place your left hand around the person's shoulder, then lean your upper body toward him."
3. "Turn your head so that your lips don't brush against the other person's cheek, collar, or lapel."
4. "Hold the embrace a second or two longer than a typical handshake."
5. "Don't touch pelvises."
6. "Release the person from your embrace, look the person in the eye, smile, and step back."

Not a hugger?

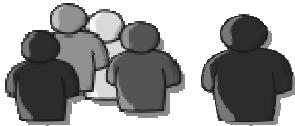
If you're not an effective hugger, try a more symbolic approach to hugging -- especially for your customers. For example, in his 2003 book, *Hug Your Customers*, Jack Mitchell advocates thank-you letters:



"One of the best hugs of all is a letter of thanks, and it's a big hug if it's handwritten and a very big hug if you write an additional handwritten note on the side of a typed letter. This especially matters with someone we've just met. The first-time customer is extremely important, because first impressions are so powerful."

January 22, 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

Happy birthday: Harold S. Geneen

Born in Bournemouth, England on the 22nd of January in 1910, Geneen moved to the U.S. as an infant where he later served as the president and CEO of International Telephone and Telegraph Corporation (ITT) from 1959 to 1972. During his reign he transformed the medium-sized ITT into one of the largest multinational conglomerates in the world. Through a flurry of 350 acquisitions worldwide, ITT's sales jumped from \$760 million to \$17 billion in less than a decade (more than a 22-fold increase). After Geneen left the company, however, ITT proved too diversified for his successors to manage effectively; profitability eroded and numerous subsidiaries were sold.

Is theory important?

Geneen wasn't a big believer in management theory or textbookish models to guide decision-making. For example, he once said, "you can't run a business or anything else on theory." Instead, he seemed to use an intuitive approach to managing ITT and apparently followed few codified rules-of-thumb to guide his decisions. In other words, Geneen tended to make decisions on a case-by-case basis. Could this managerial style have had anything to do with ITT's lackluster performance after Geneen's resignation?

Evaluation of managerial effectiveness: Agree or disagree?

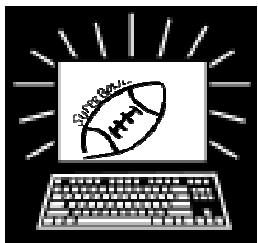
Business leaders' effectiveness is not determined solely by the current success of the companies they *presently* manage, but by the current success of the companies they *previously* managed.

Wishful time management

"There cannot be a crisis next week. My schedule is already full." -- Henry Kissinger, then U.S. Secretary of State, quoted in an interview on January 22, 1977

January 23, 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



Apple begins new tradition

The final and climactic American football game of the season, Super Bowl XVIII, was played on January 23, 1984. For the marketing team at Apple Computer, the game represented an ideal opportunity to reach a huge audience (today 130-140 million people watch at least a portion of the big game) to announce the introduction of its Macintosh computer.



Apple seized the opportunity by having Chiat/Day, Inc. ad agency produce an ad for \$1.5 million to be shown during the game. Dubbed "1984" after the same-named futuristic novel written by George Orwell several years earlier, the commercial featured a large screen showing an enthused orator speaking to a captive audience, presumably prisoners. Spliced through the commercial were cuts of a female runner carrying a large hammer as she ran toward the screen. As the orator reached the climactic assertion of his speech, "We shall prevail," the runner hurled the hammer and shattered the screen – showering the audience with a burst of white light. At that point, the voice-over narrator explained: "On January 24, Apple Computer will introduce Macintosh. And you'll see why 1984 [the year] won't be like 1984 [the book]."

Apple ad dubbed one of the best

As the 20th century came to a close, *Advertising Age* magazine identified what it considered to be the top ads of the century. Apple's "1984" ad was 12th on the list.

By so dramatically communicating that consumers were no longer captive to competing computers, the commercial helped Apple's revolutionary Macintosh get off to a strong start.

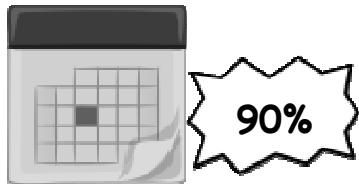
The effectiveness of the ad was noticed by other firms who in subsequent years began showcasing their new products and promotional campaigns with extravagant commercials first aired during the Super Bowl. Today, the Super Bowl is one of the few television broadcasts that attracts an audience segment that is interested in watching the ads.

View the ad on YouTube

<https://www.youtube.com/watch?v=2zfqw8nhUwA>

January 24, 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	

Speedy online marketing insight

“[A] company’s time to market is quicker on the Net. Products a company can bring online today, it tries out today; if customers don’t show an interest, the company just calls it market research and tries out another one.” – Jim Barksdale, former president and CEO of Netscape, born in Jackson, Mississippi on January 24, 1943

Happy birthday:

Hermann Ebbinghaus

Born in Prussia on January 24, 1850, Ebbinghaus was a German psychologist who studied learning and memory processes. His classic book on the topic, *Memory: A Contribution to Experimental Psychology*, was published in 1885.

Many of Ebbinghaus’s discoveries have significant business and marketing implications today. For example, he learned that nonsense syllables (i.e., largely randomly arranged letters) were more difficult for people to remember than those that formed a concrete word, because nonsense syllables are not likely to evoke any relevant mental images which facilitate memory. That’s why marketers today avoid choosing randomly selected website domain names and often opt for telephone numbers that spell a memorable word or phrase (e.g., PLUMERS is more memorable than 758-6377).

Ebbinghaus also discovered that most (up to 90%) of what people might learn in a classroom setting tends to be forgotten within a month. That’s why it is so important for managers to continually work with employees. By following-up classroom training sessions with periodic review, coaching, and additional training, managers reinforce the original training lessons and increase the percentage of training that trainees remember.

Social responsibility challenge

“Corporations must become actively involved in solving the social problems of America and develop practical means of giving human needs the same status as profit.” – Walter A. Haas, Jr., CEO (1958-1976) and chairman (1970-1981) of Levi Strauss & Co., born on January 24, 1916

January 25, 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

Relationship marketing

On January 25, 1964, *Cash Box* magazine and dozens of radio stations noted the #1 hit song was the Beatles' single, "I Want to Hold Your Hand." Today, the same objective is embraced by marketers interested in building business relationships with customers.

New customers often require some extra hand-holding -- to feel welcome, and because they are likely to have limited knowledge of the business and its offerings. They may need products, services or company policies demonstrated or explained. Or, they may need help finding their way around the firm's premises. For example, when guests at Chicago's Parker House hotel ask housekeepers where ice machines are located, they're personally escorted to the nearest one.

Hand-holding often helps nurture relationships with *existing customers* too -- to make these customers feel appreciated and special, and to smooth over occasional mishaps. Promptly and personally following-up customer complaints is a hand-holding technique to reassure customers that the business is taking action to address the issue.



Happy birthday: Charles Digby Harrod

Charles Digby Harrod was the son of Charles Henry Harrod who founded the British store that shares the family name (Harrods Ltd.). The younger Harrod was born on January 25, 1841.

At the age of 16, Digby began his retailing career as a commercial clerk for a grocer. Within four years he bought his father's grocery shop which he successfully repositioned to appeal to an upscale clientele. Over the next couple of decades, the business evolved beyond groceries to include a variety of household items. Today, the Harrod's is the biggest department store in Europe and its 330 departments occupy five acres and more than one million square feet of selling space.

Success tactic: "Cash and carry"

Unlike many competitors, Harrod insisted on cash payment at the time of purchase. This reduced his bad debt and accounting/collection expenses, and freed cash to reinvest in the business.

January 26, 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

Happy birthday: Republic of India

India became the most populous democracy in the world when its constitution went into effect on January 26, 1950. India's new self-rule involved periodic elections and a parliamentary system modeled after the British system. Today, India's population of more than 1.28 billion means that about 17.5% of the world's consumers live in India – second only to China (1.36 billion consumers).

Did you know?

In 2013, the U.S. imported \$41.8 billion of goods from India. About 22 percent of India's exports are destined for the U.S. No other country receives even one-third the amount of India's exports.

Time to clean out your sock drawer?

Human nature is such that when it is time to do something unpleasant, we often look for other things we can justify (rationalize ?) doing instead. For example, few consumers look forward to going to the dentist. Unlike going out to eat or to the theater, dental work is an *avoidance service* -- one consumers are quick to postpone or avoid altogether. Needless to say, marketers of avoidance services face a difficult challenge.



One way to counter the avoidance phenomenon is to attack the reason(s) why the service is avoided -- pain, in the case of dental work. On January 26, 1875, a positive step was taken in this regard when the first electric dental drill was patented by George F. Green of Kalamazoo, Michigan. The high-speed drill was less painful than those it replaced. Subsequent improvements in drills have continued to make dental experiences less painful.

Scheduling far in advance of the service is another approach marketers of avoidance services use to counter the avoidance phenomenon. The discomfort and accompanying anxiety seem more tolerable when the impending appointment is several months away. And, like scheduling anything months in advance, there are likely to be fewer other scheduled activities to compete for the customer's time. Once an appointment is made, the customer is more likely to feel committed to honor it.

January 27, 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

Goodbye Vietnam

A cease-fire agreement was reached between the U.S., North Vietnam and South Vietnam on January 27, 1973. Finally, the end to the longest foreign war in U.S. history was in sight -- after almost 60,000 American lives were lost. Unfortunately, the cease-fire soon collapsed and the fighting continued.

Today, 7.7 million U.S. veterans of the war still remember their service in the 1960s and 1970s. January 27 is a great day for the rest of us to remember them.

Happy birthday: Lewis Carroll



Alice In Wonderland's author, Lewis Carroll, was born on January 27, 1832. His career management wisdom is timeless: "If you limit your actions in life to things that nobody can possibly find fault with, you will not do much."

Movie ratings re-rated

On January 27, 1970, the Motion Pictures Association of America announced revisions in its system of rating movies. "Parental guidance" was suggested for movies rated PG. Movies designated with an R rating were not recommended for moviegoers under the age of 17 unless accompanied by an adult. Additional revisions/categories were introduced in 1984 (PG-13) and 1990 (NC-17).

The concept of a third-party rating system is generally good for consumers, because ratings provide additional information with which to make purchase decisions. But ratings can be *particularly* useful for service experiences -- such as movie-viewing. Why? Because services tend to be produced and consumed simultaneously, and because of this, prospective buyers can not fully evaluate services prior to purchase.

If consumers can not evaluate services firsthand prior to purchase, they are more likely to pay close attention to the ratings. For the same reason, word-of-mouth publicity tends to play a larger role in the marketing of services than for goods. Before purchasing services, prospective buyers seek out and listen to the opinions of other people who have already purchased the services.

January 28, 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: Robert Bartels

Born in Wheeling, West Virginia on January 28, 1913, Robert D.W. Bartels was a marketing scholar who spent most of his career at The Ohio State University. His marketing contributions began in 1941 with his doctoral dissertation, *Marketing Literature: Development and Appraisal*.

Marketing is a science:

Agree or disagree?

“[I]nstead of being merely a secret formula employed for private gain, marketing is a science... While marketing, because it is a social science, may never be regarded as ‘exact’, it has nevertheless evolved in a scientific fashion.” -- Robert Bartels

Throughout his career, Bartels believed that the study and practice of marketing should be guided by conceptual frameworks and, ideally, by theory. Accordingly, many of his contributions to marketing thought dealt with the identification and articulation of the building blocks of marketing theory, such as concepts and principles. In his first major article, “Marketing Principles” (*Journal of Marketing*, October 1944), Bartels’ review of the marketing literature enabled him to identify and articulate several marketing principles that remain relevant today. Here are two examples:

P3 “As peoples and nations advance in civilization, trade increases and the structure of marketing institutions becomes more complex.”

P4 “So long as exchange is obstructed by a given condition, it will be a function of marketing to overcome that obstruction or difficulty.”

Principles defense: Concentrated marketing

If marketing majors read the textbooks and other materials assigned, they will have read about three million words by the time they graduate (not counting another few million words for their non-marketing courses). When condensed into a series of marketing principles, however, the reading can be concentrated into less than 100,000 words. Unfortunately, few marketing textbooks clearly articulate marketing principles -- even textbooks with “principles” in their title.

January 29, 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

Not creative enough?

January 29, 1920, was a big day for an aspiring artist named Walt Disney who started his first job for the Kansas City Slide Company. His starting weekly salary was \$40. Unfortunately, Disney lost that job because he wasn't considered creative enough. Disney went on to find some Mickey Mouse work later in the decade.

Curiosity drives creativity

"We keep moving forward, opening new doors, and doing new things, because we're curious and curiosity keeps leading us down new paths. We're always exploring and experimenting." – Walt Disney, founder of the entertainment conglomerate that bears his name



Ethics insight

"Real integrity is doing the right thing, knowing that nobody's going to know whether you did it or not." – Oprah Winfrey, television talk-show hostess and head of the company that produces it, Harpo Productions. Winfrey was born in Kosciusko, Mississippi on January 29, 1954.



The first motorcar

A German mechanical engineer by the name of Karl Benz founded Benz & Company in Mannheim, Germany in 1883 to manufacture industrial engines.

Soon Benz began tinkering with the concept of a "motor carriage" which led to the first patent for a gasoline-fueled automobile -- granted to him on January 29, 1886. This early model was a three-wheeler. By 1900, Benz & Company was producing more automobiles than any other manufacturer in the world. In 1926, the company merged with a competing firm run by Gottlieb Daimler to become Daimler-Benz AG.

Today, automobiles represent an enormous product market, but their use also has been tremendous in shaping consumers' lifestyles and shopping behavior. The marketplace probably would look quite different today without automobiles.

January 30, 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.

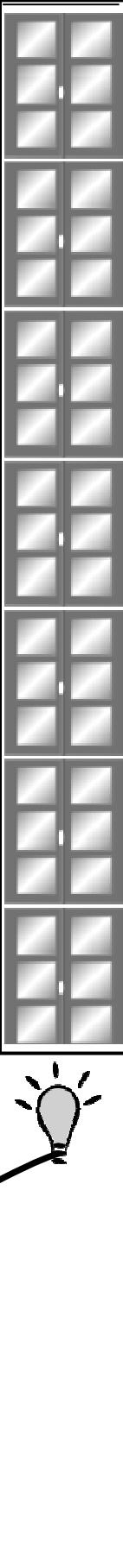
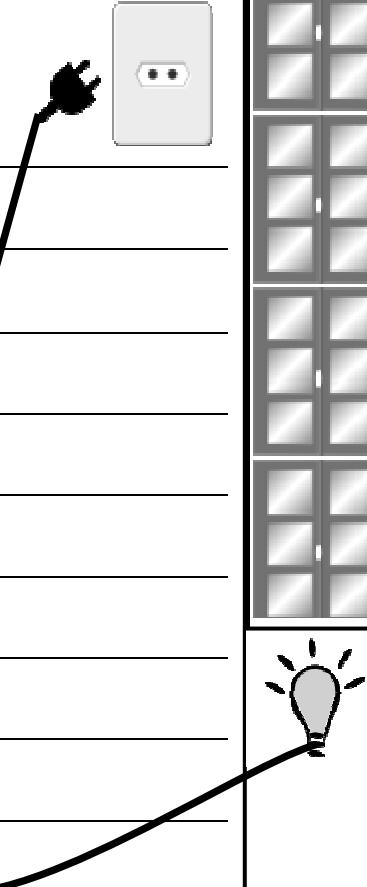
3 p.m.

4 p.m.

5 p.m.

6 p.m.

Later evening



The solution: GE window fans?

“Market windows open and shut faster than ever. Product life cycles that were once measured in years now typically last for months -- even weeks.”
 -- Jack Welch, then chairman and CEO of General Electric, January 30, 1997

Opportunities

“Market windows” (or *strategic windows*) have to do with the timing of business opportunities. The window metaphor is used to suggest that there are only limited time periods during which opportunities can be seized effectively. Firms must be “open” to jumping through open windows, but move on or wait when facing closed windows.

50 million customers, more than 50 million windows!

On January 30, 1954, the 50 millionth customer was connected to electrical lines in the U.S. At that time, an estimated 98 percent of U.S. households had electricity.

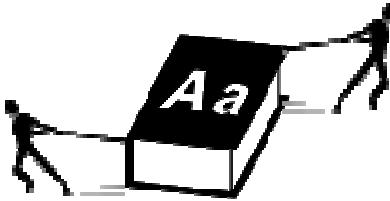
Today, companies marketing a variety of electrical appliances and gadgets in the U.S. assume prospective customers have electrical outlets for the appliances. Outside of the U.S. and other industrialized countries, however, that's a bad assumption. In developing countries around the world, only about 32 percent of consumers have electricity in their homes.

For global firms, this reality raises some interesting and important questions. For example, can “electrical” appliances be re-engineered (or retro-engineered) to operate manually without electricity? Products believed to be obsolete in industrialized countries may be in demand in developing markets around the world.

When electricity first reaches a developing community, what electrical devices are likely to generate the greatest initial demand? After most consumers in the community have those devices, which electrical devices will be in demand next? And so on. So, when should a manufacturer of electric pencil sharpeners, for example, enter the market, versus a firm that makes portable electric fans, radios, or hot plates?

January 31, 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

Words matter, competition matters

The words people use to express their ideas on the job affect not only communication, but word choice can affect the way workers think and feel too. For example, after an antitrust suit was filed against IBM on January 31, 1969, IBM managers were asked not to use competition-related words such as *market*, *marketplace*, *market share*, *competitor*, *competition*, *dominant*, *lead*, *win*, and *beat* in either written materials or in internal meetings.

Louis V. Gerstner, who later became chairman and CEO of IBM, claimed that the ban on such words contributed to the firm's erosion of competitiveness in the years that followed. According to Gerstner, "Imagine the dampening effect on a workforce that can't even talk about selecting a market or taking share from a competitor. After a while, it goes beyond what is said to what is thought." Eventually the suit was dropped.

Did you know this about January 31?

1750 The first university magazine was published, by John Newbery. The publication was aptly named *Student* – for students at England's Oxford University. Today, most institutions of higher learning have one or more publications that specifically target students.

1940 The first Social Security check was issued – to 65-year-old retiree Ida May Fuller of Ludlow, Vermont. Check number 00-000-001 was for \$22.54. Ms. Fuller lived another 35 years and received almost \$23,000 in Social Security benefits before her death in 1975. In 2015, 42 million Americans received monthly Social Security retirement benefits averaging \$1,328 for individuals and \$2,176 for couples. These benefits ease the financial burden of retirement and help make the seniors market a potentially profitable one for organizations that serve them.

1956 The twist-off bottle cap was invented. Prior to twist-off caps, some soft-drink sales were lost when bottle-openers were nowhere to be found.

