

March 1, 2017

Wednesday



Objectives & reminders

More info...

Learn more about the *principle of round numbers* by reading Mississippi's bicentennial story on December 10 of this year.

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 sesquicentennial: Nebraska

Nebraska became the 37th U.S. state on March 1, 1867, so the “Cornhusker State” celebrates its sesquicentennial anniversary (i.e., 150th) today. For more than two years, organizers for “Nebraska 150 Celebration” have planned for the occasion – unveiling a special logo, introducing commemorative license plates and evaluating dozens of proposals from organizations throughout the state to determine the slate of events and programs dubbed “official.”

Like most “round” anniversaries, Nebraska’s 150th anniversary celebration this year is more celebratory than last year’s 149th and probably more so than next year’s 151st. So, while calendar-led marketers may be sensitive to the potential opportunities that any anniversary presents, they pay special attention to those that end in zero (e.g., 10th, 20th, 30th, 50th, 100th, 150th, etc.) – knowing that the celebratory momentum of these calendrical milestones are likely to open windows of marketing opportunity. Hopefully the sesquicentennial did not catch marketers in Nebraska by surprise.

Marketing opportunities in Nebraska:

Invitation to discuss

Below are a few of Nebraska’s demographic rankings among the 50



U.S. states. Consider the possible marketing implications of these rankings. For example, how might marketing programs be crafted or fine-tuned to increase their chances of being effective in the state?

- 11th in percentage of population age 65+ (13.6%)
- 13th in educational attainment (i.e., 89.8% of adult Nebraskans have graduated from high school)
- 22nd in median household income (\$50,296)
- 29th in percentage of residents who live in urban areas (73.1%)
- 37th in total population (1.9 million)
- 42nd in percentage of households in poverty (i.e., 9.5%; only eight states have lower poverty rates)

March 2, 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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Later evening

Happy birthday: Samuel Brannan

Born on March 2, 1819, Brannan became the first millionaire in the California gold rush of the late 1840s. He became wealthy not by mining for gold, per se, but by mining the miners.

Recognizing the importance of speed in seizing opportunities, he rushed from the site where gold had been discovered (near Coloma, California) to the nearby city of San Francisco. There, he bought every shovel he could find, then ran through the streets shouting, "Gold, gold from the American River!" Miners flocked to the golden location where they purchased shovels and other supplies -- at premium prices -- from Brannan's stores. Much of Brannan's success may be attributed to his quick reaction to the opportunity.

How do you like your *Green Eggs and Ham?*



"Would you like them here or there?... Would you like them in a house? Would you like them with a mouse?... Would you like them in a box? Would you like them with a fox?... Would you? Could you? In a car? Eat them! Eat them! Here they are."-- Sam-I-Am, the star in the popular children's book *Green Eggs and Ham* (1960), by Theodore Seuss Geisel who is better known as "Dr. Seuss."

The persistence of Sam-I-Am to entice a green-averse prospect to try the breakfast delicacy illustrates the persistence needed to be an effective salesperson. Sam-I-Am repeatedly tried to close the sale until the prospect finally tasted the green eggs and ham, and liked them.

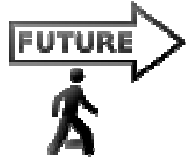
By the way, Dr. Seuss's birthday is March 2, 1904. Before becoming a world-renowned children's author, Dr. Seuss wrote advertising cartoons.

Before *Green Eggs and Ham*...

There were green salespeople. Accordingly, in 1887 John Henry Patterson, the founder of the National Cash Register Company (NCR) put together a list of "don'ts" for his sales reps. Sam-I-Am may have found inspiration in one of Patterson's tips regarding persistence: "Don't stop calling on a man if he says he doesn't need one [a cash register] when you know he does."

March 3, 2017

Friday



Objectives & reminders

Appointments

Early morning

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Noon

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Later evening

First issue of *Time*

The first issue of *Time* magazine was published on 1923 – dated March 3. The initial issue was 32 pages in length. The concept behind the magazine was to give readers a weekly update of national and international news in a concise, convenient, yet intelligent way. At the time there were no truly national newspapers of general scope in the U.S., so *Time* attempted to fill this news void.

Planning as future time

“Business more than any other occupation is a continual dealing with the future; it is a continual calculation, an instinctive exercise in foresight.” -- Henry R. Luce, founder and publisher of *Time* magazine

Technology and the human element

Advances in technology often lead to opportunities for marketers – opportunities for new products, new features, new improvements, new processes, and new efficiencies. However, we should not become so enamored with technology that we lose sight of the importance of the human dimensions of business. Lyndall Fownes Urwick is an early example of a businessperson who recognized these human factors.

Born in Malvern, Worcestershire on March 3, 1891, Urwick is a key British figure in the development of business management practices. As early as 1921, he advocated a professional approach to business, but recognized the importance of the human element. Despite the growing popularity of “scientific management,” he maintained that workers should not be treated like machines. This philosophy extended to his thinking about customers.



By 1933 Urwick had pointed out the need for businesses to think differently about marketing, which he believed was much more than distribution. He urged businesses to listen intently to what customers wanted and *then* to determine how best to provide it for them -- a perspective that is well accepted today, but not at all common then. Within a year Urwick co-founded the first management consulting firm in the U.K. -- Urwick, Orr, & Partners.

March 4, 2017

Saturday



Objectives & reminders

Appointments

Early morning

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Noon

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Later evening

Being pithy on March 4

Leadership

"We are not enemies, but friends. We must not be enemies." -- Abraham Lincoln, 16th President of the United States. He said it during his inaugural address on March 4, 1861.



Economic urgency

"This nation asks for action, and action now... We must act and act quickly." -- U.S. President Franklin D. Roosevelt, regarding the Great Depression. He made this call for action during his inaugural address on March 4, 1933. Note that banks in 38 of 48 states were closed on March 4, 1933, as fearful depositors clamored to withdraw their money before the banking system collapsed.



Competition

"Everybody hates a monopoly unless they've got one." -- James Barksdale, then chairman of Netscape Communications. His observation was reported in *The Wall Street Journal* on March 4, 1998.



The Internet as art?

"The beauty of the Internet is its openness. It cannot be controlled or dominated or cut off, because it is simply a constantly changing series of linkages. It is such a creative, living medium that no one yet fully comprehends its opportunities." -- Bill Gates, Microsoft's co-founder, reported in *The Wall Street Journal* on March 4, 1998



What's a "brand"?

"A brand offers a value that transcends the here-and-now. That value can be physical or emotional. Whether actual or perceived, however, that value must be overarching and unique. If it is, the brand can be adapted to other situations, and extended through time. For that's the definition of a well-run-brand. It is a big idea that is immortal." -- Cathleen "Cathie" Black, then President of Hearst Magazines, March 4, 1997

March 5, 2017

Sunday



Objectives & reminders

Appointments

Early morning

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Later evening

Music of success

Less than two years after migrating to the United States, Henry Englehard Steinway (then “Steinweg”), started a piano-making business with his sons -- in New York City, on March 5, 1853.

The Steinways developed a reputation for quality and innovation, believing piano-making to be a craft, not merely a business. Today, the company still exists as a family business owned by Henry E. Steinway’s descendants.

Overcoming adversity



Many entrepreneurs face adversity. Some rise above it. Consider that faced by Henry E. Steinway growing up as a child in Germany. Several of his brothers were killed during the Napoleonic invasion and his family’s house was burned to the ground. One brother survived the war, but was killed in a tragic accident, along with his father, when Henry was only 15 years old. Later, after moving to the U.S. and starting the family piano business with his sons, two of Henry’s five sons died while still young men.

A more recent example of a successful entrepreneur overcoming adversity is that of media mogul Ted Turner. On March 5, 1963, 24-year-old Ted found himself at the helm of the family business under tragic circumstances. His father had committed suicide.

Turner went on to expand the business from outdoor (billboard) advertising and into television when he bought a small UHF station in Atlanta (WTCG, later renamed WTBS). Soon, he purchased the Atlanta Braves baseball team and later the city’s basketball team (Hawks), both of which provided the television station with programming content. The station’s audience continued to grow over the years.

Perhaps Turner is most noted for the successful 24-hour, all news network -- Cable News Network (CNN) – which he launched in 1980.

Strategic insight for small businesses

“When you are little, you have to do crazy things. You just can’t copy the big guys. To succeed you have to be innovative.” -- Ted Turner

March 6, 2017

Monday



Objectives & reminders

Appointments

Early morning

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Noon

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Later evening

Community norms relevant today?

In their quest to be unique and differentiate their products and brands from those of competitors, businesses sometimes face the risk of being *too* different if they counter established societal norms or existing consumer expectations. Marketers of women's fashions began to recognize this risk on March 6, 1921, when local officials in Sunbury, Pennsylvania decided to halt the rising tide of skirt lengths in response to several complaints from local citizens. An edict was issued requiring that skirts must extend at least four inches below the knees. Soon other communities passed their own dress codes.

Today, public dress codes tend to be more liberal than the Sunbury guideline of 1921, but marketers recognize that acceptable social norms do vary from community to community.



Happy birthday: Census Bureau

The U.S. Constitution requires that a census of the population be taken every ten years, largely to ensure political representation in Congress. Although the first census was taken in 1790, it was not until March 6, 1902 that the Bureau of the Census was established.



Today, the U.S. Census Bureau is the largest source of secondary data in the world. In addition to simple population counts (i.e., “nose” counts) the Bureau collects a wealth of data pertaining to consumer demographics (e.g., age, income, occupation, household size, race/ethnicity, etc.) and other variables, broken out by geographic areas as small as neighborhoods. The Census Bureau also collects data regarding businesses operating in each geographic area. The tabulated data are publicly available and are disseminated in a variety of ways. Many Census Bureau reports are routinely distributed to designated public and university libraries throughout the country.

Marketers find the census data useful for a variety of purposes -- to identify trends, pinpoint potential markets, estimate sales potentials, and establish sales territories. If the census data were not available, the time and expense of collecting comparable market data would be prohibitively expensive for most companies.

March 7, 2017

Tuesday



Objectives & reminders

Appointments

Early morning

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Later evening

Happy birthday: Michael D. Eisner

Born in Mount Kisco, New York on March 7, 1942, Eisner grew to become one of the most influential people in the entertainment industry. Early in his career, he worked for television networks CBS and ABC, then for Paramount Pictures. He built a reputation for balancing the creative needs of the organization with traditional business needs such as staying within the budget.

In 1984, Eisner became the chairman and CEO of the Walt Disney Company, positions he would hold for the next 20-plus years. Under Eisner's leadership, Disney became a more diversified and much more profitable company.

Juggling is not a Mickey Mouse skill

"My job involves juggling multiple roles and finding common ground between conflicting impulses... I'm... an advocate for change but also a fierce protector of our brand. No tension is as great as the one between quality and commerce, balancing a passion for excellence with a commitment to containing costs and reaching a broad audience. There is a constant push-and-pull between tradition and innovation;... teamwork and individual accomplishment; logic and instinct; leading and letting go. When crises arise, it's almost invariably because an imbalance has occurred somewhere in this complex equation." -- Michael D. Eisner, *Work in Progress* (pp. x-xi)



It's a small world

One of the most significant technological advances of the 19th century -- the telephone -- was patented on March 7, 1876, by Alexander Graham Bell.

The telephone soon became a business tool used to connect businesses and their buyers. Like most advances in communication technologies, the telephone helped to shrink the world, i.e., it facilitated timely communication between people who were geographically separated.

Interestingly, the world shrank further on March 7, 1926, when trans-Atlantic telephone service began between New York and London.

March 8, 2017

Wednesday



Objectives & reminders

Appointments

Early morning

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Later evening

International Women's Day

March 8 was first declared as International Women's Day in 1910 during an international conference of women in Helsinki, Finland. The occasion celebrates the social, political and economic accomplishments of women.

Despite the recognition of women on March 8, 1910, the relationship between women and March 8 goes back earlier than that. For example, on March 8, 1857, female garment workers in New York City staged a demonstration to demand better working conditions.

On March 8, 1884, Susan B. Anthony addressed the Judiciary Committee of the U.S. House of Representatives, "to ask that you will, at your earliest convenience, report to the House in favor of the submission of [an] amendment... that shall prohibit the disfranchisement of citizens of the United States on account of sex."

Gender equality in marketing: Is the glass 97 percent full or three percent empty?

Unlike in many professions, females in marketing tend to earn almost as much as their male counterparts. The marketing gender gap is only 3 percent, according to the findings of a survey conducted by the Chartered Institute of Marketing reported on March 8, 2005. In contrast, females in the legal profession earn an average of 36 percent less than males in comparable jobs, and in banking the gender gap is even wider -- 60 percent.



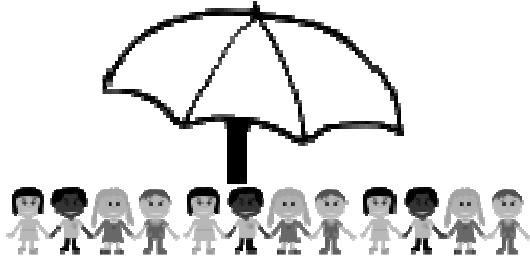
Advertising's perplexing question

"All advertising problems are subsidiary, in the last analysis, to the one main question, namely: by what means and in what manner may the mind of the potential customer be influenced most effectively?"

-- Daniel Starch, pioneer in the evaluation of advertising effectiveness, born on March 8, 1883

March 9, 2017

Thursday



Objectives & reminders

Appointments

Early morning

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Later evening

Happy birthday: Beatrice Alexander Behrman



Long before Barbies and Beanie Babies, there were Madame Alexander dolls, created by Beatrice Alexander Behrman, who was born in Brooklyn, New York, on March 9, 1895.

Born as Bertha Alexander, she began her career as a child helping her father repair dolls in his porcelain repair shop (1st “doll hospital” in the U.S.?). At the time most dolls and doll parts were imported from Germany, but their importation was banned during World War I. So, Alexander made cloth dolls which she sold in her father’s shop.

In 1923, Alexander obtained a bank loan of \$5,000 and founded the Alexander Doll Company. Her dolls quickly became known for their quality workmanship and realistic details, such as eyes that opened and closed. Alexander’s marketing team capitalized on this reputation by printing the firm’s slogan on the dolls’ boxes: “It’s a Madame Alexander -- That’s All You Need to Know.”

In the 1930s, the company designed a Scarlett O’Hara doll, based on the character from the hugely popular novel and movie *Gone with the Wind*. This was the first time any doll manufacturer produced a doll based on a licensed character. “Madame Alexander” sold her company in 1988, but remained active as a design consultant for a short while before her death in 1990.

Protect children from advertising?

“[C]hildren are cognitively incapable of understanding all television commercials directed to them, and no amount of consumer education can do much to improve this natural age-based limitation... [H]ighly sugared foods and toys are the products most often advertised directly to children on television, and the average child spends an inordinate amount of time watching television programs and commercials targeted to him... [I]t is unrealistic to expect parents always to mediate between their children and television commercials, especially when the commercials are directed to the children.” -- Peggy Charren, consumer activist and co-founder of Action for Children’s Television (ACT) in 1968. Charren was born on March 9, 1928.

March 10, 2017

Friday



Objectives & reminders

Appointments

Early morning

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Later evening

Surgeons are not style-conscious?

3M developed a non-woven fiber in the 1950s that was fashioned into a line of braziers which the firm launched with high hopes on March 10, 1958. Unfortunately for 3M, the bras were not well received in the marketplace, because, according to one source, they “had no style.” Undaunted, 3M considered alternative uses and different markets and soon transformed the bra cups into surgical masks which were commercially successful.

Career advice on their birthday

Joseph L. Halberstein, a retired newspaper associate editor, born on March 10, 1923, offers this career insight: “Caring is what makes any endeavor a noble one.”

Paul S. Drew, entrepreneur in northern Georgia, born on March 10, 1935, warns: “Don’t make the same mistake *once*.”



Shunning of conformity spells “opportunity” for marketers

“If... a dictator decreed feminine clothes to be illegal and that all women should wear barrels, it would not result in an era of uniformity, in my opinion. Very shortly, I think you’d find that one ingenious woman would color her barrel with a lipstick, another would pin paper lace doilies on the front of hers, and still another would decorate hers with thumbtacks. This is a strange human urge toward conformity, but a dislike for complete uniformity.” -- Stanley Marcus, in a speech on March 10, 1959. Marcus was then the president of the department store chain that his father co-founded, Neiman-Marcus.

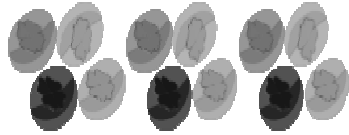
For Florida marketers

Conservationists have something to celebrate on March 10. On that date in 1903, U.S. President Theodore Roosevelt established a Federally-protected wildlife refuge on Pelican Island (on Florida’s Indian River). The preserve would serve as a breeding ground for birds and was the first of 53 wildlife sanctuaries set aside as protected areas during Roosevelt’s presidency. Roosevelt was a strong supporter of the conservation movement.



March 11, 2017

Saturday



Objectives & reminders

Appointments

Early morning

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Later evening

Recognize me?

Not so colorful publicity stunt?

Some business actions are done for no business reason other than to gain media attention or otherwise stir publicity. This may have been the case early in 2004 when Mars, Inc. stopped producing M&M's candies in their traditional familiar colors. Instead M&M's suddenly became black and white, and remained so for about ten weeks until the colorful candy reappeared on March 11, 2004.

The initial change did generate some limited media attention. Some consumers expressed regret for the colorless move, while others seemed puzzled or simply didn't care. When the colors were reintroduced on March 11, apparently the only celebration was the one staged in Los Angeles by the company itself.

The obvious stunt principle

Efforts to gain publicity are likely to fall flat when the media and customers perceive the attempt solely as a publicity stunt. Media prefer to publicize events that are newsworthy or otherwise of interest to their audiences.



On a more positive publicity note for M&Ms, Yahoo! polled 600,000 consumers in the U.S. that same year (2004) and asked what their favorite advertising icons were. The Number 1 vote-getters were the M&M animated characters, followed by the AFLAC Duck (2nd), Mr. Peanut (3rd), the Pillsbury Doughboy (4th) and Tony the Tiger (5th).

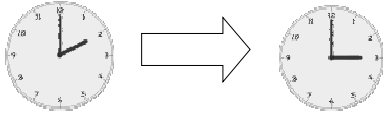
Customer service is more than memorizing a script

"To give real service you must add something which cannot be bought or measured with money, and that is sincerity and integrity." -- Douglas Adams, British writer, born on March 11, 1952



March 12, 2017

Sunday



Objectives & reminders

Remember to adjust your clocks ahead today (e.g., 2:00 a.m. suddenly becomes 3:00 a.m.)

Appointments

Early morning

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Noon

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6 p.m.

Later evening

Daylight Saving Time begins in most of United States

Consider the shorter- and longer-term marketing implications of Daylight Saving Time. For one, church attendance tends to drop temporarily from normal levels by about 15 percent today. Refer also to comments about Daylight Saving Time on the first Sunday in November (5th this year), when it ends.



Happy birthday: Clement Studebaker

Born in Pinetown, Pennsylvania on March 12, 1831, Studebaker gained valuable experience early in his life by helping in his father's blacksmith shop. After teaching school for a brief period, he and one of his brothers started their own blacksmith business in 1852. Then the two teamed with their other brothers in 1869 and founded the Studebaker Brothers Manufacturing Company which grew to become the world's largest producer of horse-drawn wagons and carriages. After Clement's death in 1901 the company diversified into automobiles, which the firm continued to produce until 1966.

The role of consumer expectations

Consumers are *satisfied* when they believe that the companies they deal with meet or exceed their expectations. But when consumers' perceptions of what they receive from a company fall short of those expectations, *dissatisfaction* is likely.

The Studebaker Brothers Manufacturing Company was one of the first firms to recognize the crucial role played by customers' expectations and multiple approaches to ensuring customer satisfaction. Accordingly, the firm's satisfaction-related motto was this: "Always give more than you promise."

March 13, 2017

Monday



Objectives & reminders

Appointments

Early morning

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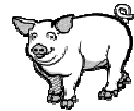
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Later evening

Finding a way

Sometimes marketers are challenged with the task of persuading buyers to purchase. At other times buyers are convinced already, but they're short of money, so they can't buy -- or can they? Several business practices may facilitate purchase when buyers *want* to buy, but are short of money:

1. Accept credit cards. Credit cards create payment flexibility and consumers tend to feel less psychological discomfort when using a credit card than when parting with cash.
2. Extend credit. Although this can be a risky practice, consumers often believe that their financial situation will be better in the future than it is now.
3. Make the purchase more affordable. A no-frills model may help to drop the price into an affordable range. Also to lower costs and prices, consider asking the customer to supply part of the labor himself, e.g., are assembly, delivery, or other self-service options possible?
4. Consider barter. The customer may not have cash, but may have something else of value that could be accepted as partial or full payment. For example, on March 13, 1933 (during the Great Depression when consumers were cash-challenged), The Colonial Department Store in Detroit, Michigan agreed to "sell" clothing for farm products. Hay, eggs, honey, and livestock became acceptable payments. A 500-pound sow was worth three boys' suits, three pairs of shoes, or a dress.

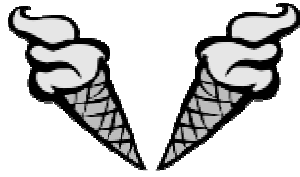


A bad example?

An old saying reinforces the potent role that nonverbal behavior plays in the marketplace and in the workplace: "Your actions speak before you do." Apparently, one executive at The Coca-Cola Company was unaware of this wisdom on March 13, 1979, when he reportedly was caught drinking a Pepsi on The Coca-Cola Company's property. He never finished drinking it.

March 14, 2017

Tuesday



Objectives & reminders

Appointments

Early morning

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Later evening

Quality is not about being lucky

On March 14, 1927, *Time* magazine reported an advertising first. The American Tobacco Company advertised a testimonial by singer Ernestine Schumann-Heink for *Lucky Strikes* cigarettes. Accompanying the testimonial and a picture of the singer, the ad stated unequivocally: "When smoking, she prefers *Lucky Strikes* because they give the greatest enjoyment and throat protection." This was the first time a cigarette manufacturer directly asserted that women smoke.



Unfortunately for the American Tobacco Company, there was somewhat of a glitch in the ad; Schumann-Heink refuted the

testimonial: "I never smoked a cigarette in my life, and, although I don't condemn women who do, neither do I approve of it in them. Why, even my sons are not permitted to smoke in my presence on the days I sing." The error was blamed on the sloppy work of a "whippersnapper" and his bosses who failed to verify the legitimacy of the printed testimonial.

Quality is more than superior products and processes

It also has to do with performance excellence -- applying yourself -- as suggested by retired newspaper executive Paul A. Audet, who was born on March 14, 1923: "Whatever you do or you are, try to be the best. Somehow, some day, someone is bound to find out and you will be rewarded accordingly."

When quality is a tie, marketing is the tie-breaker

"If product quality is equal, people are going to select one brand or another based on marketing imagery -- your ads, the color of your package, or your values. You're going to get only a slice of the market anyhow, whether it's the yellow package lovers or the people with progressive social values." -- Ben Cohen and Jerry Greenfield, co-founders of Ben & Jerry's Homemade, Inc. (ice cream). Interestingly, Cohen and Greenfield were born only four days apart, and in the same hospital -- Greenfield on March 14, 1951, followed by Cohen on March 18, 1951.

March 15, 2017

Wednesday



Objectives & reminders

Appointments

Early morning

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Noon

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Later evening

Ides of March: Good day or bad day?

Bad day for Caesar

Roman dictator King Julius Caesar was assassinated on March 15, 44 B.C. Poet William Shakespeare later made famous the warning Caesar received prior to his death: "Beware the ides of March." (in *Julius Caesar*, Act 1, scene 2)

Good day for Maine

Maine became the 23rd state on March 15, 1820. Maine is known for its picturesque coastline, lighthouses, lobsters and woodlands. Today, 90 percent of Maine is forested and is nicknamed the "Pine Tree State." In 2015, about 1.33 million consumers called Maine home.

Maine attraction

"Did you ever see a place that looks like it was built just to enjoy? Well this whole state of Maine looks that way." -- Will Rogers

Good day for London shoppers

Selfridge's department store ("Selfridge & Co., Ltd.") opened on Oxford Street in London on March 15, 1909. The store truly was a "department" store -- with 139 departments.

The founder, H. Gordon Selfridge, had moved to London to launch his store after working for American retailer Marshall Field in Chicago. Working for Field, Selfridge developed a strong respect for customers which he summarized in the well-known, but debated assertion that "the customer is always right."



Good day for employees too

The "guide book" that H. Gordon Selfridge distributed to his employees in 1909 is filled with good advice that remains applicable. Employees were to "dress in good taste and thus be in harmony with the general tone of the business." Also, employees were expected to "treat each other with dignity and respect," and to be professional when representing the store: "Every promise to a customer is a pledge of the honour of this house."

March 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



Happy birthday:

Federal Trade Commission (FTC)

Charged with the responsibility of encouraging the free flow of international trade and curbing corporate actions that could interfere with competition, the U.S. FTC officially began operations on March 16, 1915.

Today, the FTC also monitors advertisements to ensure that ad claims can be substantiated and are not otherwise deceptive. The FTC has some authority over brand or product names too, i.e., the FTC can require a company to revise its brand name if the name misleads prospective buyers.

When it's okay to lose your marbles

An advertisement for vegetable soup showed a picture of the soup in a bowl containing, in addition to the soup itself, invisible glass marbles. The marbles (which sank to the bottom of the bowl and supported the vegetables) created the impression that the soup contained more vegetable stock than it actually had. In response, the FTC issued a cease and desist order to prohibit the deceptive use of marbles.

Managing a reputation for quality

Rolls-Royce was incorporated on March 16, 1906, by partners Charles Rolls and Henry Royce. Over the years the company has gone to great lengths to preserve the company's reputation for quality engineering and workmanship. At one point customers were contractually prohibited from having their malfunctioning vehicles towed. Apparently the public sight of a towed Rolls-Royce could jeopardize the brand's quality image. Instead, covered trucks were dispatched to transport downed Rolls-Royce vehicles to the service center for needed repairs.

Quality means never compromising

"Strive for perfection in everything we do. Take the best that exists and make it better. When it does not exist, design it. Accept nothing nearly right or good enough." – Henry Royce

March 17, 2017

Friday

St. Patrick's Day



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

St. Patrick's Day: Did you know?

The phrase heard on St. Patrick's Day, "Erin Go Bragh," means Irish forever.

First St. Patrick's Day parade

St. Patrick, the patron saint and missionary of Ireland, was not born on March 17; rather, he died on this day in the fifth century. On March 17, 1762, New York City staged the city's first parade in his honor. Today, the annual six-hour event features 150,000 marchers and attracts between 1.5 and 2.5 million onsite spectators, plus a television audience of four to five million viewers.

Marketing is expensive

Interested in advertising or sponsorship in the New York City St. Patrick's Day parade? The least expensive opportunities start at \$10,000.

Traditionally, St. Patrick's Day was celebrated with a feast to honor St. Patrick who worked to convert Ireland to Christianity during the years of about 432 to 460. Irish immigrants brought the tradition of the feast with them to the U.S. Over time, the celebration evolved into a holiday to recognize and assert one's Irish heritage.

Although St. Patrick's Day is observed today in many parts of the world (e.g., Canada, Australia, Japan, Singapore, and Russia), in the United States, in particular, it has evolved into a secular and non-cultural celebration -- enjoyed regardless of whether one is Irish or not. Often St. Patrick's Day is celebrated with Irish green. Consumers observe the day by wearing green clothing and accessories, drinking green-colored beverages, wearing green make-up, adorning their homes and offices with green decorations, and so on.

Differentiate or Die

"Choosing among multiple options is always based on differences, implicit or explicit. Psychologists point out that vividly differentiated differences that are anchored to a product can enhance memory because they can be appreciated intellectually. In other words, if you're advertising a product, you ought to give the consumer a reason to choose that product. If you can entertain at the same time, that's great." – Jack Trout with Steve Rivkin, in *Differentiate or Die: Survival in Our Era of Killer Competition*, published on March 17, 2000

March 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.

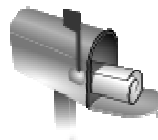
Later evening

Good day to fight complacency

Presidential Medal of Freedom

On March 18, 1992, only a few days before his death, Sam Walton -- founder of Wal-Mart -- was awarded the highest civilian award in the United States by President George H. Bush.

Walton was known for his strong work ethic and no-nonsense, yet aggressive approach to business. One way he guarded against complacency was to insist that Wal-Mart managers respect their competitors and continually watch what they were doing. Charlie Cate, a retired Wal-Mart store manager elaborated: "I remember [Sam Walton] saying over and over again: go in and check our competition. Check *everyone* who is our competition. And don't look for the bad. Look for the good. If you get one good idea, that's one more than you went into the store with, and we must try to incorporate it into our company. We're really not concerned with what they're doing wrong, we're concerned with what they're doing right, and everyone is doing something right."



Happy birthday: Lillian Vernon

Born in Leipzig, Germany as Lilly Menasche on March 18, 1927,

Vernon migrated to the United States in 1937 to escape the Nazi persecution of Jewish Germans, including her own family. She went on to become one of the most successful pioneers in the American mail order business as founder and chairman of the Lillian Vernon Corporation.

In her 1997 autobiography, *An Eye For Winners*, Vernon explains how her early childhood memories in Nazi Germany have had a lasting effect on her personal and professional fight against complacency: "My parents and their friends always seemed to be on the brink of disaster. I think the atmosphere of imminent doom in which we lived during my formative years led to a lifelong sense of panic and anxiety. Will I be safe tomorrow? Will I survive? Overcoming those fears has been a lifelong battle, and many days -- even now -- I wonder if finally it will ever be won" (pp. 20-21).

March 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

When is noon not noon?

Prior to 1918, the time displayed on clocks and watches could vary quite a bit from person to person and community to community. So the U.S. Congress addressed the issue on March 19 of that year by passing the Standard Time Act which established four standard time zones in the United States: Eastern, Central, Mountain, and Pacific.

Knowledge of time zones and their boundaries becomes increasingly important as marketers communicate with geographically dispersed audiences in real time. For example, if a customer in a distant city asks a sales rep to call her at noon, an opportunity may be lost if the rep doesn't understand time zones and calls at the wrong time.

Time zone confusion still exists

Some time-zone-related questions were included in the Calendar Literacy Survey. For example, when asked, "*If it is noon in New York City, what time is it in Los Angeles, California?*" 42 percent of the respondents did not know the correct answer (9:00 a.m.). New York (located in the Eastern Time zone) and Los Angeles (located in the Pacific Time zone) represent two of the largest population and business centers in the country.

If time zone confusion might exist where you work, consider noting the local times when communicating across time zones.



Speed demon

Increasingly, speed is becoming a key element of marketing and business strategy for many companies who continually ask: How can we adjust to the changing marketplace more quickly? How can we slash the amount of time to perform each job task? How can we reduce customers' waiting time? And so on.

Despite the potential competitive advantages gained by speed, a comment once made by former Kansan and lawman Wyatt Earp reminds us that the competitive advantages of speed are likely to be lost if quality is sacrificed for speed. "Fast is fine," said Earp, "but accuracy is everything." Earp was born on March 19, 1848.

March 20, 2017

Monday



Objectives & reminders

Appointments

Early morning	6:29 a.m. EDT - Spring arrives in Northern Hemisphere
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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

Clean market research

On March 20, 1950, *Time* magazine reported some of the market research techniques used by Arthur Stanley Talbott, the advertising vice president of women's shoe manufacturer Joyce, Inc. Talbott would carry a bundle of laundry into self-service laundries and blend in with the rest of the customers, mostly female. He would initiate conversations with the women to learn their likes and dislikes. Often he would pull out a magazine and read ads to them to test the women's reactions to various words.

Over time, Talbott concluded that women find some words "repulsive" while others "appeal to women's hearts, emotions and vanities." Note examples of Talbott's findings in the accompanying boxes and consider the extent to which the same words are likely to be repulsive or appealing to women today.

Advertising words women found repulsive

habit
bra
leathery
parched
matron
clingy
model

Advertising words women found appealing

poise
charm
dainty
twinkle
blush
bloom
crisp
garden
bachelor

In another approach, Talbott showed photographs of shoe clerks to women to determine the characteristics of sales faces women preferred. His hypothesis was that "certain types of faces should be kept in the rear."

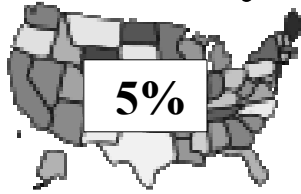
Insight for marketers who target children

"Play is often talked about as if it were a relief from serious learning. But for children play is serious learning. Play is really the work of childhood." – Fred Rogers, host of the internationally recognized children's television show, *Mister Rogers' Neighborhood* (1968-2001), born on March 20, 1928



March 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

Markets, markets, everywhere

On March 21, 1992, the U.S. Census Bureau published the *World Population Profile*.

According to the report, the world's population is projected to reach 8.2 billion by the year 2020 -- a 52 percent increase over 1992's population.

Since the 1992 report, worldwide population estimates for 2020 have been revised downward somewhat, but the growth rate remains substantial. As of 2015, the world's population was up to 7.3 billion, with China the most populous country in the world (1.38 billion consumers), followed by India (1.28 billion), the United States (0.322 billion, or 322 million), Indonesia (255 million), and Brazil (205 million). According to the U.S. Census Bureau, India's population will surpass that of China in the mid-2020s.

Get ready, get set, go!

As the world's population grows, so grows the attractiveness of an increasing number of markets around the world. For example, in the early to mid-1990s, Jack Welch, then chairman and CEO of General Electric commented on his company's commitment to pursue emerging opportunities in India and China. His observations are still relevant today as other companies follow GE's lead.

India

"India, with close to 125 million middle-class consumers and an exciting new government commitment to market liberalization, represents a vast opportunity for the [21st century]. Sure they are far away. Sure the cultures are different. And that's why only those passionately devoted to growth are going to share in the huge rewards of winning in these markets."

-- Jack Welch (1992)

China

"People say, 'You're taking too big a risk in China.' What are my alternatives? Stay out? China may not make it, and we may not make it in China. But there's no alternative to being in there with both feet, participating in this huge market, with this highly intelligent crowd of people."

-- Jack Welch (1994)

March 22, 2017
Wednesday

No fame in shame

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

“Most unworthy of American business”

On March 22, 1966, the president of General Motors, James M. Roche, appeared before a Senate committee on Traffic Safety and offered an apology to consumer advocate Ralph Nader.

In the previous year, Nader’s controversial book had been published. Called *Unsafe at Any Speed*, the book criticized American automakers for their misguided design and marketing emphasis on style and power attributes while neglecting needed safety features. Nader’s book was particularly critical of General Motors’ Corvair models.

Apparently, the book angered “someone” at General Motors who authorized a campaign to discredit Nader. The campaign included an investigation of Nader’s private life, including his sexual habits, political views, and attitudes toward Jews. Private detectives questioned dozens of Nader’s friends and relatives. During the Senate committee proceedings, GM President Roche claimed he was unaware of the Nader investigation but offered an apology on behalf of his company -- agreeing with Senator Abraham Ribicoff that such a probe was “most unworthy of American business.” Nader accepted Roche’s apology but continued to maintain that GM should correct what he believed to be safety defects.

Invitation to discuss

Consider the extent to which Nader’s and Drucker’s concerns remain relevant today.

The battle between Nader and GM was one that helped launch the modern-day *consumerism* movement which asserts, in general terms, that businesses do not always act in the best interests of consumers, and because they don’t, public policymakers and consumer interest groups must come to consumers’ rescue. Unfortunately, the consumerism movement and some of the business actions that have prompted the movement pit consumers against businesses -- as adversaries, not allies. Thus, renowned business guru Peter Drucker referred to consumerism as the “shame of marketing” -- suggesting that if businesses truly practice marketing, the consumerism movement and the anti-business sentiments that accompany it would not exist.

March 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

The cover-up: A direct approach to bouncing back from one's mistakes

Bette Nesmith (later Bette Nesmith Graham) was born on March 23, 1934. She began her business career in the late 1940s as a secretary. Her job duties included typing letters and other documents.

The prevailing office technology of the day was the typewriter, but unfortunately Nesmith was not a very proficient typist; she made lots of typographical errors. To cover up her mistakes, she secretly began brushing white paint over them using a watercolor paintbrush. When other secretaries learned what she was doing, they insisted that she share the discovery, which she originally called "Mistake Out."

In 1956, Nesmith changed the name of her product to "Liquid Paper," applied for a trademark, studied business, and began working part-time to peddle a modest 100 bottles monthly. In the early 1960s, she was fired from her office job (one too many typing mistakes?) which prompted her to devote a full time effort to promoting her Liquid Paper business.

By 1968, annual sales reached 1 million bottles; by 1975, 25 million bottles! In 1979, she sold the company to Gillette Corporation for \$47.5 million.

A Monkee's mother

While Bette Nesmith was promoting Liquid Paper, her son, Michael was making his mark in the entertainment business. In the mid-60s Michael Nesmith was a rock musician and one of the members of the Monkees. The Monkees not only played concerts and made records, but they also had their own television series. However, it's not clear whether the band was created to promote the TV series or whether the TV series was created to promote the band.

Fortunately for marketers, this is a very small group

"The only truly affluent are those who do not want more than they have." -- Erich Fromm, psychologist who studied the impact of society on individuals, born on March 23, 1900

March 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

The sun never sets on British influence



Today, 20 countries have a population that exceeds the United Kingdom's 65.6 million consumers (2016 estimates), including the U.S. which is about five times as large. However, these numbers greatly underestimate the important historical role the U.K. has played in the not-so-distant past.

For example, on March 24, 1906, the *Census of the British Empire* reported that 400 million people worldwide lived under British rule -- including its colonies, dependencies and protectorates. Of these 400 million, 41.5 million lived in the U.K. itself, 300 million in Asia, 43 million in Africa, seven million in the Americas, and five million in Australasia. With such a large worldwide presence, it is easy to understand the 19th century observation that "the sun never sets on the British Empire."

Although today's British "Empire" is only a fraction of its former size, as most of its former possessions are now independent, much of the influence of the former Empire's cultural, political and legal contributions remain. Global marketers can benefit by recognizing the British roots planted throughout the world.

No boundaries for marketing: Agree or disagree?

"If there was a market in mass-produced portable nuclear weapons, we'd market them too." -- Alan M. Sugar, British entrepreneur, billionaire, and founder of Amstrad plc (home electronics), born on March 24, 1947

Which comes first: chicken or egg?

"We can believe that we know where the world should go. But unless we're in touch with our customers, our model of the world can diverge from reality. There's no substitute for innovation, of course, but innovation is no substitute for being in touch, either." -- Steve Ballmer, then CEO of Microsoft Corporation (2000-2014). Ballmer was born in Detroit, Michigan on March 24, 1956. Today, he owns the Los Angeles Clippers of the National Basketball Association (NBA).



March 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

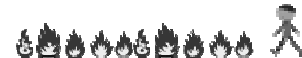


Fire safety day

March 25 is a good day to audit fire prevention measures and review fire safety procedures with workers. It was on March 25, 1911, when a fire broke out in New York City in the ten-story building that housed the Triangle Shirtwaist Company factory. Sadly, 146 workers were killed.

Of course, any fire is a tragedy, but the tragedy of the Triangle Shirtwaist fire was magnified when investigators determined that the loss of life could have been prevented. Many workers were trapped inside the building. One of the exit doors was locked. Stair wells were cluttered, which slowed workers attempting to escape. Workers on the ninth floor did not hear a fire alarm. At least one of the fire extinguisher hoses that would have been used to fight the blaze had rotted and was useless. Nets used by firemen proved to be too weak and failed to break the fall of workers leaping from the burning building. Fire escapes also proved to be too weak, many breaking and collapsing under the weight of workers trying to escape.

The 1911 fire heightened government and business sensitivity to fire safety and resulted in considerable regulation and the formation of the New York Factory Investigating Commission. Apparently and unfortunately, however, additional fire safety lessons remained to be learned; on March 25, 1990, another fire engulfed a disco club in New York City, killing 87 people.



Management by walking around: Preventing other types of "fires"?

"I walk the properties. I visit the kitchen, the laundry, the housekeeping, the front office, the back office, the rooms, the parking lot, the receiving dock. What am I looking for? I want to know, is it clean? Is it sharp? What are our people like? Are they happy? Are they enjoying their work? What's the general manager like? How well does he know his people? My favorite general manager is the guy that can stand 50 yards away from an employee and say, 'Good morning, Sam. How's Joan, is she feeling better? And how's little Jimmy, is he still on the baseball team?'" -- J. Willard "Bill" Marriott, Jr., Executive Chairman and former CEO of Marriott International, Inc. (hotels), born in Washington D.C. on March 25, 1932



March 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

Happy birthday: Condé Nast

Born in New York City on March 26, 1874, Nast became a successful advertising executive for *Collier's* magazine. He later purchased *Vogue* (1909) and *House and Garden* (1913). In 1914, he introduced *Vanity Fair*. While most other magazine publishers during this era focused their efforts solely on total circulation numbers, Nast realized that the ability to report a large number of subscribers, per se, was not necessarily in the best interest of advertisers. So, he introduced the concept of "class publications," closely related to what we now refer to as "target marketing." That is, he targeted reading audiences based on factors such as income level or common interest, knowing that he could persuade advertisers interested in reaching those groups to follow.

Choose your weapon: Shotgun or rifle

If you are a manufacturer of luxury products (say, gold watches), would you rather advertise in a media vehicle that reaches one million consumers with a median annual income of \$30,000 or one that reaches only 100,000 consumers with a median annual income of \$300,000? What additional information would you like to consider before deciding?

Thank you Popeye

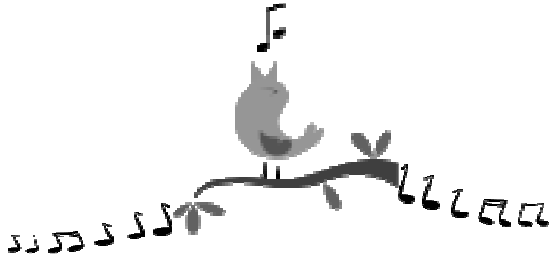
On March 26, 1937, spinach growers expressed their gratitude for all that Popeye, the cartoon hero, had done to spur spinach sales. They erected a statue of the spinach-eating hero in Crystal City, Texas. After repeatedly witnessing Popeye's feats of strength attributed to his eating of spinach, American children asked their mothers to buy spinach at the grocery store. Sales soared.



The marketing lesson? Incorporating products into the content or setting of a printed story, broadcast, or cartoon is known as *product placement*. Relative to traditional advertising practices, product placement can be quite effective today, because consumers are exposed to so many blatant advertising messages that are ignored.

March 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

To sing or not to sing: Patty Smith Hill



Dr. Hill was a school teacher, principal, college professor and author best known for her contribution to the familiar song “Happy Birthday to You.” Born on March 27, 1868, Hill co-authored the familiar melody with her sister Mildred.

The song was first published in 1893 as “Good Morning to All” – not as a birthday song, but as a song to welcome young children to school. Without authorization, the song was republished in 1924 with the lyrics revised to the now familiar theme. The song was essentially stolen and republished several times and by 1933 the title and lyrics had morphed into “Happy Birthday to You.”

Disgusted by the extensive use of the song without permission and the corresponding absence of royalties, the Hill family took legal action to assert ownership of the melody. They won the right to receive royalties every time the song was sung *commercially*. As a result, companies stopped using the song. For example, Western Union who had sung “Happy Birthday to You” about 500,000 times as part of the company’s birthday greeting services abruptly stopped using it.

In recent years, many restaurants and other businesses wishing to celebrate customers’ birthdays have chosen to sing alternative birthday songs to avoid copyright infringement. After years of legal maneuvering, however, the song finally achieved public domain status in June 2016.

Is “first to market” always an advantage?

“It is better to be good than to be original.”
-- Ludwig Mies van der Rohe, German architect, born on March 27, 1886



Why forecasting the future is difficult

“The trouble with the future is that there are so many of them.” -- John Robinson Pierce, American communications engineer sometimes referred to as the “father of the communications satellite,” born on March 27, 1910

March 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

Rethinking high-tech: Misplaced trust?

Fears of nuclear power were reignited on March 28, 1979, when the nuclear power facility on Three Mile Island (near Harrisburg, Pennsylvania) approached meltdown. Fortunately, a total disaster was avoided, but the incident prompted many to reconsider the desirability of nuclear energy.

Protests that followed the incident attracted thousands of concerned consumers -- many of whom believed their trust in big business and government had been misplaced; after all, it was big business and government that had previously assured them that nuclear facilities were safe. Safety-related questions led to broader questions regarding the country's adoption of the latest technology "without thought."

Low-tech opportunity on a stick

The media love to talk about the glamorous, cutting-edge world of high-tech -- so much so that one could be lulled into thinking that most innovations and most wealth are associated with high-tech. However, the reality is that the great majority of patents are for ordinary, not-particularly-high-tech things. Low-tech opportunities abound. This is true today, and it was true in the days before the emergence of California's "Silicon Valley."

For example, on March 28, 1927, *Time* magazine reported the success story of a low-tech innovation -- the Eskimo Pie, a brick of ice cream coated with chocolate and mounted on a stick. That week, the market value of the Eskimo Pie Corporation was estimated at \$25 million, only six years after the invention of the Eskimo Pie. Licensees paid royalties of a nickel for each dozen Eskimo Pies they produced, giving the founders an income stream of \$1 million annually.

Teamwork emphasis

"We've always stayed away from a star system. We've got very good people, but we're part of a team, and people work here because they like working with the other people at Goldman, Sachs." -- Henry "Hank" Paulson, Jr., then chairman and CEO of Goldman, Sachs & Co. (investment banking), and later U.S. Secretary of Treasury. He was born in Palm Beach, FL on March 28, 1946.

March 29, 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

Go Dow go!

On March 29, 1999, the Dow Jones Industrial Average (DJIA) -- an index of 30 large U.S. corporate stocks -- closed above 10,000 for the first time in its 103-year-old history (10,006.78, to be precise). Investors were not the only people thrilled with the milestone; marketers were excited too. A strong stock market creates a greater sense of wealth among stockholders, which tends to translate into a greater willingness to spend money on numerous products -- especially luxury products and durable goods.

The Wal-Mart Pledge

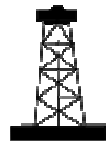
Each Wal-Mart employee takes the Wal-Mart pledge -- partially in honor of the company's founder, Sam Walton, who was born on March 29, 1918: "I solemnly swear and declare that every customer that comes within ten feet of me, I will smile, look them in the eye, and greet them, so help me Sam."

What is success?

"I would define success in terms of achieving something for the common good or above people's expectations of you.... The head of a major company who turns that company from poor results to being a world-beater is clearly successful, but so is someone who has great difficulty in learning to read but does so and then puts that to good use. His success is just as great." -- John Major, former British prime minister (1990-1997), born on March 29, 1943

"Crazy" entrepreneur born on March 29, 1819

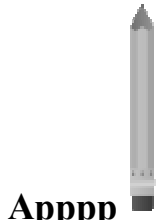
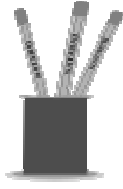
Entrepreneurs are often "crazy" until their ideas are proven to be right. Then they become "geniuses," or wealthy, or both. In 1859 American oil entrepreneur Edwin L. Drake changed history when he successfully drilled for oil near Titusville, Pennsylvania. Of course, the technology to drill for oil is well-established and routinely used today, but not so in Drake's era. At the time, one of Drake's associates scoffed at the idea, "Drill for oil? You mean drill into the ground to try and find oil? You're crazy."



March 30, 2017

Thursday

Objectives & reminders



Appppp ointments

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

Correcting your own mistakes

Mistakes are a fact of business. That principle was apparent to Philadelphia's Hyman L. Lipman when he received a patent on March 30, 1858, for a pencil with an attached eraser. The invention was a big hit and soon became a common item in business offices.

Today, pencils with erasers reinforce the global nature of business. Not only are pencils used worldwide, but their manufacture also is international. For some pencil makers, for example, Sri Lanka and Mexico provide graphite. Germany and the state of Georgia supply the clay, which is mixed with the graphite to produce the pencils' "lead." The cedar surrounding the lead is grown in California's Sierra Mountains, but the wax-like substance used to coat the lead is from Brazil. The eraser-end consists of rubber from Malaysia and pumice from Italy. The job of bringing the raw materials together to produce the final product may be done somewhere else.

If such a "simple" product as a pencil has so many international ties, imagine the international web woven by producers of more complex products like automobiles or household appliances. Clearly, such businesses require many erasers.



Following through

"[W]hat you must never do is launch a new initiative and not follow it through really professionally, because the customers will come back to you very quickly indeed and say, 'Now listen, you've launched this but it's no good and I'm unhappy about it.'" -- Ian Charter MacLaurin, then chairman of Tesco Stores (largest chain of grocery stores in Great Britain, serving 12 million customers weekly), born on March 30, 1937



Lost your marbles?

Try looking in West Virginia

Historically, West Virginia is to glass marbles as Texas is to oil, Nevada is to gambling, or Hawaii is to tourism. Recognizing this distinction, the West Virginia Marble Collectors' Club was formed on March 30, 2003. The Club promotes marble-collecting through club meetings (held in Parkersburg, WV), marble shows, a newsletter and other activities.

March 31, 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.

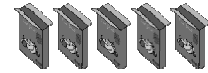
Later evening

Turning a negative into a positive

The pharmaceutical and cosmetics giant Warner-Hudnut merged with Lambert Pharmacal Company on March 31, 1955, to become Warner-Lambert. Today, one of Warner-Lambert's most recognized brands is Listerine mouthwash -- a brand with a bad-tasting reputation. When consumers complained of Listerine's taste, its marketers could have reformulated the taste, but instead chose to promote the bad taste.

To convince consumers that an undesirable taste is a desirable attribute, Warner-Lambert implied that the bad taste is an integral part of Listerine's germ-killing potency. For example, one print ad in the early 1970s portrayed a consumer proclaiming, "I hate it, but I love it." The copy went on to say, "Anything that tastes that bad has gotta work... [Listerine] kills germs that can cause bad breath..."

Although it can be risky to tell customers to adjust their thinking, the ploy worked for Warner-Lambert's marketing of Listerine. Interestingly, Warner-Lambert used the opposite strategy to promote another one of its heavily advertised brands, Sugarless Trident gum. Stressing the gum's cavity-fighting and breath-freshening attributes, Trident ads bragged, "All that good stuff and *great taste too*." (emphasis added)



Happy Birthday: Andy Varipapa

Born in southern Italy on March 31, 1891, Varipapa's family soon moved to New York City where Andy proved himself to be quite an athlete and one of the first professional bowlers in the United States. He bowled competitively well into the 1950s and developed a repertoire of trick shots and stunts -- such as bowling simultaneously with two bowling balls, one in each hand. Varipapa amazed crowds assembled to see the exhibitions he conducted across the country to promote bowling.

In 2015, Wheaties' in-house marketing team for "the breakfast of champions" spliced together decades-old film footage of some of Varipapa's entertaining trick shots and included them in a nostalgic retro commercial to salute Varipapa and celebrate the brand's heritage. Particularly appealing to America's 46+ million bowlers, the ad aired during ESPN's Sunday telecasts of Professional Bowlers Association tournaments.