



Chapter 5

Nine themes that always get people talking

Okay. We've uncovered beliefs and perspectives we believe strongly in (emotion), that are relevant to our audiences, fit into our customers' context, and support our business strategy. The heavy lifting is over.

This chapter explains how to put these views through one more filter for “talk worthiness.” You'll also learn how to use the The Nine Block Conversation Planner™ to accomplish the following tasks:

- * Translate conventional marketing messages into conversational points of view
- * Create program ideas worth talking about
- * Brainstorm “talk shorthand” that will help people better understand the company's business perspectives
- * Jump-start ideas for speeches, podcasts, or sales presentations
- * Think of story ideas to talk about with media or to blog about
- * Help shape agendas for planning meetings

There are nine themes that people talk about the most, particularly in business. I arrived at them by tracking and categorizing business communications and business media feature stories over the past ten years. I looked at the types of stories that the media covers the most, aside from hard news and product introductions, the themes of speeches at conferences that generate the most discussion during breaks, the blog postings that catch and get linked from blog to blog, and meeting agendas that perk people up and get them involved.

The emerging patterns from this nonscientific research fall into nine areas:

The Nine Block Conversation Planner™

Aspirations and beliefs	David vs. Goliath	Avalanche about to roll
Anxieties	Counterintuitive/ Contrarian	Personalities
How-to	Glitz and Glam	Seasonal/Event-Related

Aspirations and beliefs

More than any other topic, people want to talk about aspirations and beliefs—and bounce ideas around about how those big ideas might be realized. (This may be why religion is the most popular word-of-mouth topic, ever.)

We want something to believe in that helps us see a company or an issue in a new way. In fact, my research has found that aspirations and beliefs are, hands down, the most “talkable” conversation topics.

“You need to really understand your beliefs and what they’re saying to you so that you can be an evangelist for your business,” explains architect Chuck Dietsche. “In my field we all—from the architect and client to the roofer and carpenter—want to believe we’re creating something more than just a house. To me there’s the architecture of aspiration and architecture of accommodation. I market aspirations, the home as a personal spiritual haven, whether it reminds you of grandma’s house or the camp on the lake from your childhood.”¹

Sun Microsystems’ focus on sharing and ending the digital divide is also an example of a belief-based point of view.

Yvon Chouinard, founder and owner of Patagonia, has led his company and reshaped the outdoor clothing market by talking about aspirations.

In the 1980s, Chouinard talked about his beliefs in how companies could grow by reducing pollution and creating more sustainable business strategies. This led to many innovations, such as developing recycled polyester for use in Patagonia’s Synchilla fleece. His environmental views also helped attract a loyal customer base that is equally as passionate about environmentalism.

It’s important to note here that Chouinard didn’t adopt his environmental platform as a marketing strategy. He did it because he believed in it. All effective and sustainable points of view, like environmental initiatives, must be authentic and believed in. Otherwise they’re just more empty campaign slogans.

Chouinard’s belief is that companies, like people, can be extraordinary if they are true to themselves and don’t exceed their limits.

“You push the envelope and you live for those moments when you’re right on the edge, but you don’t go over,” he explained in his book *Let My People Go Surfing*. “You have to be

true to yourself; you have to know your strengths and limitations and live within your means. The same is true for a business. The sooner a company tries to be what it is not, the sooner it tries to ‘have it all,’ the sooner it will die.”²

 ***Aspirations are helpful because they engender feelings and help people engage with a company on more of an emotional level. They help us see into a company’s soul and understand its bigger cause.***

David vs. Goliath

In the story of David and Goliath, the young Hebrew David took on the Philistine giant Goliath and beat him. It is the way Southwest Airlines conquered the big carriers, the way the once unknown Japanese car manufacturers took on Detroit, the way individuals’ podcasts are taking on the media giants, or the way Microsoft took on IBM in the 1980s and has become the Goliath to countless small software Davids.

Sharing stories about how a small organization is taking on a big company is great business sport. A recent Google search of “Business David vs. Goliath,” brings up more than half a billion items, from articles in *Forbes* and *Business Week* to every kind of trade publication to popular blog postings. The David versus Goliath story is popular in every industry, nearly everywhere in the world.

Rooting for the underdog grabs our emotions, creates meaning, and invokes passion; we like to listen to the little guy talk about

how he's going to win and why the world—or the industry—will be a better place for it.

Here are some examples:

♦ *Amazon taking on traditional megabookstores.* “If you’ve read the stories about Amazon.com’s growing-up years, you’d be like me—inspired. Bezos is an inspiration to entrepreneurs and small businesses. His story shows that even a David can beat a Goliath in these modern times.” Isabelle Chan, senior editor, CNET/Asia.³

♦ *Small hotels slaying the big hotel giants.* “This summer I had the good fortune of sitting with some of the best and brightest minds in hospitality technology, from the smaller hotel chains [to] some of the biggest brands in the industry. What I learned was that the ‘little guy’ or small hotel operator/management company is better armed today with online customer relationship management arsenals and strategies than are the ‘big boys,’” explains Don Hay, CEO of Ft. Worth, Texas-based Digital Alchemy, a customer-relationship management and electronic-marketing company.⁴

♦ *Network Appliance taking on storage industry giant EMC.* Network Appliance has used a David versus Goliath platform to talk about ways it is challenging computer storage industry giant EMC. Whether talking to analysts, customers, sales reps, or the media, CEO Daniel Warmenhoven is consistent in his tough underdog war cry, “In the end we will push EMC into a corner.”⁵

♦ *Hyundai vs. Mercedes and BMW.* This might seem like a stretch, but Korea’s largest carmaker is revving up to take on the luxury car market. “Amid the riches-to-rags tales in the auto

industry, Hyundai Motor Co. stands out for moving in the other direction,” wrote Moon Ihlwan in *Business Week*. “Now Hyundai is hitting the accelerator again. In 2007 Hyundai will roll out a true luxury model, boasting a powerful 4.6 liter engine to make it a rival to the BMW 5 series.”⁶

♦ *The Red Sox vs. the Yankees.* Oh, that’s right. The Sox finally did win the World Series. The point here is that for one hundred years, the Red Sox has been the team for diehard fans who love the game of baseball, who believe that the underdog always has a chance, who see their team as a David to the New York Yankees Goliath.

 ***The David versus Goliath story is a classic, evergreen theme that taps into our deep-seated love for the underdog.***

Avalanche about to roll

We’re a world of wannabe insiders. We want to talk about the next big thing coming. We want to hear it first and be able to be the person who tells others. We want to be a smart organization, get the inside scoop on emerging trends, and factor it into our business plans ahead of our competitors. Or get out of a business area about to be massively changed, and not for the better. Sort of like playing the stock market—you want good information early to see opportunities and to prevent risk.

I call this theme “avalanche about to roll.” The mountain is rumbling, the sun is getting stronger, but the rocks and snow are

yet to fall. You want to tune in to the topic because you know that there's at least a one-in-five chance that you will be killed if caught unaware.

Charles Schwab started his company by listening to rumbling market conversations about investing. The avalanche about to roll was that the middle class was growing more interested in buying stocks, especially as companies were cutting out pensions and more people were beginning to control their own retirement savings through IRAs and 401ks.

In seminars, during media interviews, and on television advertisements, Charles Schwab talked about owning stock, about why anyone could get rich in the stock market, about coming regulatory changes that would make it more possible for the “everyman” to own stocks.

When the SEC deregulated fixed brokerage commissions on May 1, 1975, traditional brokerage firms like Merrill Lynch raised trading fees for individual investors while Schwab lowered its commissions by more than 50 percent. Appealing to the middle-class avalanche, now beginning to move en masse, Schwab was also one of the first brokerage companies to force the mutual funds—and not the clients—to pick up trading fees and the first discounter to create a branch network.

The avalanche rolled, a new investor class was born, and Charles Schwab became one of the most successful discount brokerage firms in the industry—by appealing to the middle class with pragmatic financial advice and using a nonjargon straight talk style.

Microsoft almost got buried by the Internet avalanche or the “Internet Tidal Wave,” as CEO Bill Gates called it in his two-page 1995 memo assessing the Internet challenge to Microsoft.

More recently, Ray Ozzie, a Microsoft chief technical officer, whipped up internal and external Microsoft conversations

around another avalanche about to roll. In a seven-page, five-thousand-word memo titled “The Internet Services Disruption,” Ozzie assessed the trend in Internet services, analyzed the competition, and provided ideas on how Microsoft needs to change to respond to the avalanche. “It’s clear that if we fail to do so, our business as we know it is at risk,” Ozzie wrote. “We must respond quickly and decisively.”

The e-mail was at first sent to fewer than one hundred Microsoft senior managers and engineers, but it was quickly resent throughout the company, to the media, and posted on the Web.

Microsoft has used memos like Ozzie’s and Gates’s to stir up the market conversation and to educate and rally its people to combat major competitive challenges. They know early warnings of pending massive change. Call it an avalanche or tidal wave, their themes generate interest, debate, fear, excitement, and lots of talk.

 ***Big, emerging trends that could damage a business or industry practice wake people up and fuel discussions about what’s coming and what it might mean.***

Anxieties

Fear, apprehension, uncertainty, doubt—we should know about this or something bad might happen.

Anxiety is a cousin of the avalanche about to roll, but it is more about uncertainty than an emerging, disruptive trend.

“We are in all matters more swiftly motivated by fear than appreciation of the good,” explained *New York Times* writer Max Frankel. “This is the way we are made,” wrote Hans Jonas, the German philosopher, as quoted by Richard Wolin in *The New Republic*. “An evil forces its perception on us by its mere presence, whereas the beneficial can be present unobtrusively and remain unperceived, unless we reflect on it.”⁷

In other words, if we don’t feel threatened and scared, we tend not to pay attention.

This is a reason why some media use sensationalist, fear-inducing stories to build their audiences. Or why some politicians and religious zealots prey on people’s deep-seated fears. They frame their views in the doom and gloom that may come to pass unless people support their views.

The classic anecdote, “You’ll never get fired for buying IBM,” was based on anxieties. If I buy a little-known technology and it bombs, I’ll be fired for it. If I hire IBM and the technology fails, IBM will be blamed, not me.

You can also use anxiety more proactively, for positive change purposes, not just scare tactics. Many inventors and scientists, for example, are anxious that the academic and financial support for scientific innovation is lagging in the United States, trailing behind China, South Korea, and Taiwan.

“The scientific and technical building blocks of our economic leadership are eroding at a time when many other nations are gathering strength,” the National Academy of Sciences observed in a recent report. “We fear the abruptness with which a lead in science and technology can be lost—and the difficulty of recovering a lead once lost, if indeed it can be regained at all. . . . For the first time in generations, the nation’s children could face poorer prospects than their parents and grandparents did.”⁸

“The inventiveness of individuals depends on the context, including sociopolitical, economic, cultural, and institutional factors,” said Merton C. Flemings, a professor emeritus at MIT who holds twenty-eight patents and oversees the Lemelson-MIT Program for inventors. “We remain one of the most inventive countries in the world. But all the signs suggest that we won’t retain that pre-eminence much longer. The future is very bleak, I’m afraid.”⁹

Other examples of anxiety themes abound. Financial services companies urging baby boomers to hurry up and invest more for retirement: “You’re 55. Will you have your needed \$3.2 million to retire comfortably?” Health care providers urging us to exercise and eat better or suffer a compromised lifestyle, or worse. Tutoring companies planting seeds of doubt about whether our children will score well enough on the SATs to get into a good college. Home security firms warning of increased neighborhood thefts because it’s so easy to break into most homes.

Although anxiety themes are effective, some people are becoming more skeptical of these approaches, so it’s important to back up anxiety themes with facts to prove the point.

 ***Fear and anxiety themes grab people’s attention. But the overuse of the practice has exacerbated consumer skepticism. Use it wisely by backing up your views with facts to justify the threat and explain the possible ramifications.***

Contrarian/counterintuitive challenging assumptions

These three themes are like first cousins, similar in many ways but slightly different.

Contrarian perspectives defy conventional wisdom; they are positions that often are not in line with—or may even be directly opposite to—the wisdom of the crowd. For example, when most investors dump their stocks, contrarian investors buy, buy, buy!

Counterintuitive ideas fight with what our intuition (as opposed to a majority of the public) says is true. When you introduce counterintuitive ideas, it takes people a minute to reconcile the objective truth with their gut assumption about the topic. For instance, when the company Endeca says it's a “find company” not a “search company,” what does that mean? Isn't searching about finding?

Challenging widely held assumptions means, for example, when everyone else says the reason for an event is X, you show that it's actually Y. For instance, a recent study proved that workplace stress does *not* lead to high blood pressure. There are many people who experience workplace stress *and* high blood pressure, but their high blood pressure is caused by other factors—heredity, poor eating habits, alcohol consumption, obesity, and so forth—not the stress they experience at work. The challenge jolts our thinking and gets us to listen closely and get involved in the dialogue.

Sometimes, shaking things up offends people so much that any good intentions are obliterated. That's what happened to former Harvard University President Larry Summers when he

spoke about diversifying the science and engineering workforce at a National Bureau of Economic Research conference.¹⁰ Summers offered his hypothesis for the gender gap—and promptly set off international outrage about his views.

Summers offered three possible reasons why there are more men than women in science and engineering careers, and backed up each reason with data, as all good scientists do. The biggest reason, he suggested, was that fewer women than men are willing to spend eighty hours a week away from their children. The second reason, which became the most controversial after the speech, was that more boys than girls tend to score very high or very low on high school math tests, producing a similar average but a higher proportion of scores in the top percentiles, which leads to high-powered academic careers in science and engineering. The third reason was discrimination by universities. Summers said repeatedly that Harvard and other schools should work to eliminate discrimination.

Sounds rational. So why did so many people react so vehemently to the speech? I would suggest style more than content.

Summers likes to provoke people to get them into the type of intellectual food fights that generate meaty discussions. He is a classic contrarian—arrogant, intense, challenging, and insightful.

At the beginning and end of his controversial speech, Summers even acknowledged that he wanted to provoke the audience. “I asked Richard, when he invited me to come here and speak, whether he wanted an institutional talk about Harvard’s policies toward diversity or whether he wanted some questions asked and some attempts at provocation, because I was willing to do the second and didn’t feel like doing the first,” he stated.

He added, “Let me just conclude by saying that I’ve given you my best guesses after a fair amount of reading the literature and a lot of talking to people. They may be all wrong. I will have

served my purpose if I have provoked thought on this question and provoked the marshalling of evidence to contradict what I have said. But I think we all need to be thinking very hard about how to do better on these issues and that they are too important to sentimentalize rather than to think about in as rigorous and careful ways as we can.”¹¹

Provoke, provoke, provoke. This approach works effectively in some contexts, but perhaps not in the context of Ivy League universities.

Another contrarian view that has provoked discussion, although not as widespread as Summers, is the book series *Can Asians Think?* by former Singapore diplomat Kishore Mahbubani.¹² Although Mahbubani offers no answers, his questions provoke conversations about widely held assumptions about Asians.

“The conventional wisdom that Asians cherish learning is misleading,” wrote *Time Asia* magazine writer Sin-Ming Shaw in reviewing the book. “In the past, learning meant passing imperial exams that led to well-paid jobs in the civil service. It’s not altogether different in modern Asia. Learning for its own sake is considered a luxury if not a financial waste, unless it also leads to an attractive income stream.”¹³

Brad Anderson, CEO of Best Buy, takes a more counterintuitive than contrarian approach. When Best Buy announced it was going to fire some of its customers, people stopped and said, “What? Customers fire businesses; businesses don’t fire their own customers.” But Best Buy has a counterintuitive perspective.

In explaining why the company was firing some customers, Anderson said he wanted to separate the “angel” customers from the “devil” customers. He described the “devils” as the company’s worst customers; they only buy the loss leaders, they make the

company match lower advertised prices so they know they're getting the absolute lowest price; and some even buy products, apply for rebates, and then return the products for a refund. "I'm probably a bit of a rebel," he said. "So I admire leaders with a point of view that is not conventionally held."¹⁴

McDonald's CEO Jim Skinner thinks that challenging assumptions and reframing conversations is a strategic necessity. "We've challenged assumptions that others make about us. It's not as a defensive play—we know that's a losing proposition. But because when you accept assumptions, you limit your ability to develop sustainable solutions to the issues," Skinner explained at the 2005 Business for Social Responsibility Conference. "By changing the framework of the debate, we've driven better business practices, enhanced trust, improved business results, and helped us be a better company, more socially responsible company."¹⁵

McDonald's has challenged the following three stereotypes:

1. McDonald's marketing to children is harmful to kids.
2. The quality of McDonald's food and nutrition is questionable.
3. The fast-food giant offers low-paying, dead-end jobs.

"I tell our people, 'Do not get arrogant,' 'Do not be prescriptive,'" said Skinner. "Our role is to weigh in on the debate and educate. As leaders, we are subject to greater scrutiny in everything that we do," added Skinner. "But we should not let this hold us back from taking on the issues of making changes that have some controversy, even if we have to challenge stereotypes and myths. If it doesn't have controversy, it probably won't be worth changing."¹⁶

 ***The boldness of contrarian views grabs attention; the more original and less arrogant they are, the more useful they will be in provoking meaningful conversations. Framing views counter to how we intuitively think about topics—going against natural “gut instincts”—pauses and then resets how we think and talk about concepts. Challenging assumptions is good for debate and discussion, and especially important in protecting corporate reputation.***

Personalities and personal stories

There's nothing more interesting than a personal story with some life lessons to help us understand what makes executives tick and what they value the most. The points of these personal stories are remembered, retold, and instilled into company lore. Plus, our society loves stories about “personalities,” including business leaders.

Robert Goizueta, the respected CEO of Coca-Cola who died of lung cancer in 1997, said he hated giving speeches, but he was always telling stories, often personal ones about how he and his family left Cuba when Castro took control. “The only property I was allowed to bring with me into this country was my education. It is a powerful and uniquely American idea that a young immigrant could come to this country with nothing but a good education and thirty years later have the opportunity to lead one of the world's best-known enterprises.”¹⁷

Burger King's former CEO Greg Brenneman credits growing up as a Mennonite farm boy in Kansas, getting up to bale hay at 6 A.M., as what instilled the values and work ethic that helped him first to turn around Continental Airlines, and then tackle Burger King's challenges. "I got more out of the farm than Harvard Business School," he has said.¹⁸

When Steve Jobs gave the commencement address to Stanford University in June 2005, he shared his personal story and life lessons. That commencement address was e-mailed around the world, posted on Web sites, discussed on blogs, talked about at business meetings, and featured verbatim in *Fortune* magazine.

He talked about love and loss, death, connecting the dots, what he has always wished for himself, and what he wished for the graduating class.

"When I was young, there was an amazing publication called *The Whole Earth Catalog*, which was one of the bibles of my generation. Stewart [Stewart Brand, editor of *Whole Earth*] and his team put out several issues of *The Whole Earth Catalog*, and then, when it had run its course, they put out a final issue," said Jobs.

"It was the mid-1970s and I was your age. On the back cover of their final issue was a photograph of an early-morning country road, the kind you might find yourself hitchhiking on if you were so adventurous. Beneath it were the words: 'Stay Hungry. Stay Foolish.' It was their farewell message as they signed off. Stay Hungry. Stay Foolish. And I have always wished that for myself. And now, as you graduate to begin anew, I wish that for you. Stay Hungry. Stay Foolish."¹⁹

 **People want to talk about people. Good personal stories that help people feel good about an executive and his or her organization are good for business.**

How-to

How-to stories and advice are classics. Theoretical and thought-provoking ideas are nice, but people love pragmatic how-to anecdotes about how to solve problems, get ahead, make friends, and influence people.

To be conversation-worthy, how-to themes need to be fresh and original, providing a new twist to what people already know. For example, in talking with female customers and doing research, Home Depot was surprised to find that women initiate a big percentage of home improvement projects. So the company started how-to clinics and do-it-herself workshops that have been attended by more than 200,000 women.²⁰

Here are some how-to examples that companies have talked about:

- * From a business analytics software company: “A change from a hands-off approach to hands-on management.”
- * From a management consulting company during the dot-com mania: “How to use rational approaches for managing in an irrational e-world.”
- * From an innovation consulting firm: “How to escape ‘The Big Idea’ hell and get more ideas off the whiteboard and into the real world.”

- * From a mobile media company: “Five ways to win with mobile commerce.”
- * From Genuity CEO’s Paul Gudonis: Dot-Bomb Lessons—ten lessons learned in the Internet boom and bust.

 ***How-to views, including advice and lessons, provide people with pragmatic ideas that they can put to work to solve immediate problems. To stand out, make sure your ideas are fresh, insightful, and maybe even sprinkled with a bit of counterintuitive wisdom.***

Glitz and glam

Robert Palmer sang about being addicted to love. Our society is even more addicted to glamour and celebrity. Finding a way to link a point of view to something glitzy and glamorous is a sure-fire conversation starter.

Although I don’t have much interest in hedge funds, I did pay attention to the topic when *Forbes* published an article asking, “What do Barbra Streisand, Senator Robert Torricelli, and Bianca Jagger have in common? They have all lost money investing in hedge funds.”²¹

Sun Microsystems created a text-messaging program that allows audiences at U2’s rock concerts to get a text message from Bono on their mobile phones after the concert, sending them to the One Campaign Web site. (The One Campaign is a movement to end AIDS and poverty in Africa.) Certainly something

for Sun and its customers to talk about, especially because the program used the company's technology and supported its corporate point of view.

Tagging on to the widespread interest in the Academy Awards, Randall Rothenberg, director of intellectual property at consultancy Booz Allen-Hamilton, crafted a point of view about the similarity between creating new “star” brands and movie stars. Pointing to the Academy Award nominees for best actor—Philip Seymour Hoffman, Terrence Howard, Heath Ledger, Joaquin Phoenix, and David Straithairn—Rothenberg said, “However prodigious their talents, few would argue that a Cary Grant—or even a mid-career Harrison Ford—will ever emerge from this bunch. There is not a Colgate in this bunch. We are entering an era in which the best we can hope for is a Tom’s of Maine.”²²

Even if our businesses and stories aren’t directly connected to the glitz and the glam, there’s often a way to get a rub-off effect.

When the *New York Times* came out with a business story about how Sarah Jessica Parker was working with her financial adviser to invest her money,²³ I wondered why my financial adviser, a woman, wouldn’t send that article to her female clients with a note saying something like, “I know you want to build the same kind of security as Parker (even if you don’t have a *Sex & the City* salary). Here are a couple of points in the article that, I, too, use in managing your money.”

Another approach is to find lessons from celebrity CEOs who are relevant to your industry. For example, if you were selling collaboration software and consulting services, you could interview well-known people whose success depends on collaboration, like a movie director, music producer, or athletic coach.

You might also choose to frame your value in a glamorous way. For example, as was discussed earlier in this book, American

Canadian Caribbean cruise line talks about how traveling on its ships is like cruising on a friend's yacht. Wouldn't it be interesting for the company to share stories about the adventures of the rich and famous cruising on one another's yachts?

 ***We're instantly drawn to stories about celebrities and parallels between our more mundane business world and that of the glamorous entertainment industry. The glitz and the glam are fun and fabulous. They give us a lot to talk about with many people.***

Seasonal/event-related

Tying into seasonal or major events has a limited shelf life. But these themes, done right, may appeal to sales reps looking for something interesting to talk to customers about. Seasonal and event-related topics can be used in weekly voice mails to employees, or featured in departmental or company-wide presentations. Public relations people can use these themes when talking with the media, such as the following examples:

- * Industry predictions around the New Year.
- * Tax and financial advice in March and April.
- * Motivational advice or insights on “coaching” employees for extraordinary performance around the time of the Super Bowl, the World Series, or another major sporting event. Draw analogies between managing professional athletes and high-performance employees.

- * Advice on how to use new technologies to stay connected on summer vacations. (Or advice from mental-health experts on how *not* to stay connected on summer vacations.)
- * All things related to kids in late August and September while we're getting them back to school and planning for the new school year.
- * For project managers at election time: a behind-the-scenes look at the ultimate project—managing a fast-paced, complex political campaign.

 ***Talking about ideas tied to events is a well-used, proven strategy. That's why it showed up in the research about common themes that people talk about. To me, it's the least interesting of the nine block themes because these events come and go so quickly, and the event-related technique is such a common marketing practice. However, it's a proven short-term strategy.***

The Nine Block framework speeds thinking and planning. Of all the techniques in this book, Nine Block, more than any other, helps marketers find something to talk about. Use it to come up with points of view, ideas for sound bites, speech topics, articles to write, or content to develop for your Web site.

The chart in Figure 5-1 illustrates how some of the points of view discussed in this book map to the Nine Block Conversation Planner™.

The Nine Block Conversation Planner™ Examples

<p>Aspirations & Beliefs</p> <p>Sharing technology will end the digital divide.</p> <p>Women deserve to be treated with absolute dignity.</p>	<p>David vs. Goliath</p> <p>The small hotel operator is better armed than the “big boys.”</p> <p>Hyundai takes on Mercedes, BMW in luxury car market.</p>	<p>Avalanche about to roll</p> <p>The Internet tidal wave</p> <p>The Internet services disruption</p>
<p>Anxieties</p> <p>The United States’ scientific and technical building blocks are eroding while other nations are gathering strength.</p>	<p>Counterintuitive/Contrarian</p> <p>We’re not a search company, we’re a find company.</p> <p>We’re firing some customers, separating the angel customers from the devil customers.</p>	<p>Personalities</p> <p>Stay hungry. Stay foolish.</p> <p>The only property I was allowed to bring with me into this country was my education.</p>
<p>How to</p> <p>Ten lessons learned in the Internet boom and bust</p> <p>A hands-off approach to hands-on management</p>	<p>Glitz and Glam</p> <p>Traveling on our ships is just like cruising on a friend’s yacht.</p> <p>Investing like Sarah Jessica Parker</p> <p>The lack of “star” brands: movie stars and product stars</p>	<p>Seasonal/Event-Related</p> <p>Marketing lessons from the Red Sox</p> <p>How to stay connected on summer vacation</p> <p>Business predictions for the New Year</p>

Figure 5-1.