

Chapter 1

1. "Power Players: Jeff Bezos," *Advertising Age*, November 2, 2009, 32; Nancy Gohring, "Some Sony E-readers May Not Arrive for the Holidays," *PC World*, November 18, 2009, http://www.pcworld.com/article/182544/some_sony_ereaders_may_not_arrive_for_the_holidays.html; Franklin Paul, "Amazon's Jeff Bezos Talks About Kindle 2," *Reuters*, February 10, 2009, <http://bx.businessweek.com/electronic-readers—writers/view?url=http%3A%2F%2Fis.gd%2FkzHy>; Stephen H. Wildstrom, "Kindle 2: The Delight Is in the Details," *BusinessWeek*, March 2, 2009, 73.
2. The Horatio Alger Web site at <http://www.horatioalger.org> (accessed March 26, 2010).
3. Ibid.
4. The Dallas Mavericks Web site at http://www.nba.com/mavericks/news/cuban_bio000329.html (accessed March 28, 2010).
5. Idy Fernandez, "Julie Stav," *Hispanic*, June–July 2005, 204.
6. The Walmart stores Web site at <http://www.walmartstores.com> (accessed March 28, 2010).
7. The General Mills Web site at <http://www.generalmills.com> (accessed March 26, 2010).
8. The Bureau of Economic Analysis Web site at <http://www.bea.gov> (accessed March 29, 2010).
9. Bill Weir, "Made in China: Your Job, Your Future, Your Fortune," ABC News Web site at <http://www.abcnews.com> (accessed September 20, 2005).
10. The Bureau of Economic Analysis Web site at <http://www.bea.gov> (accessed March 30, 2010).
11. The Bureau of Labor Statistics Web site at <http://www.bls.gov> (accessed March 30, 2010).
12. The Bureau of Economic Analysis Web site at <http://www.bea.gov> (accessed March 30, 2010).
13. The Bureau of Labor Statistics Web site at <http://www.bls.gov> (accessed March 30, 2010).
14. The Treasury Direct Web site at <http://www.treasurydirect.gov> (accessed March 31, 2010) and the U.S. Census Bureau Web site at <http://www.census.gov> (accessed March 31, 2010).
15. The Investopedia Web site at <http://www.investopedia.com> (accessed March 31, 2010).
16. The Bureau of Labor Statistics Web site at <http://www.bls.gov> (accessed April 3, 2010).
17. Bill Weir, "Made in China: Your Job, Your Future, Your Fortune," ABC News Web site at <http://www.abcnews.com> (accessed September 20, 2005).
18. The Environmental Protection Agency Web site at <http://www.epa.gov> (accessed April 3, 2010).
19. Company Web site <http://www.nederlanderconcerts.com> (accessed August 20, 2010); "Nederlander Organization company overview," *BusinessWeek*, August 20, 2010, <http://www.businessweek.com>; Hannah Heineman, "Moving Forward on Capital Improvement Projects," *Santa Monica Mirror*, July 28, 2010, <http://www.smmirror.com>; Steve Knopper, "Tour Biz Strong in Weak Economy," *Rolling Stone*, October 2, 2008, 11–12; Ray Waddell, "Nederlander/Viejias Deal Offers Touring Opportunities," *Billboard*, January 10, 2008, <http://www.billboard.com>; interviews with Nederlander employees and the video "For Nederlander Concerts, Entertainment Is a Profitable Business."
20. Based on information from John Pletz, "Factories Start to Hire Again," *Crain's Chicago Business*, March 22, 2010, 1; Corinna Petry, "Caterpillar Eyeing New Factory in U.S.," *American Metal Market*, March 15, 2010, 5; Ivy Chang, "Demolition Equipment: Taller and Smaller," *Construction Bulletin*, March 15, 2010, 5; <http://www.caterpillar.com>.

Chapter 2

1. Leonie Nimmo and Dan Welch, "Chocolate Revolution From the World's Favourite Treat," *The Guardian (UK)*, October 14, 2009, <http://www.guardian.co.uk/environment/blog/oct/14/chocolate-week-fairtrade-ethical-living>;

- Kiri Blakeley, "Entrepreneurs: Saving the World, One Chocolate Bar at a Time," *Forbes.com*, May 15, 2009, <http://www.forbes.com/2009/05/14/small-business-ceo-forbes-woman-entrepreneurs-food.html>; <http://www.divinechocolate.com>; <http://www.divinechocolateusa.com>.
2. The Wikipedia Web site at http://en.wikipedia.org/wiki/John_Rigas (accessed April 5, 2010).
3. The Wikipedia Web site at http://en.wikipedia.org/wiki/TAP_Pharmaceuticals (accessed April 5, 2010).
4. The United States Department of Justice Web site at <http://www.usdoj.gov> (accessed April 15, 2010).
5. Frontlines (Washington, DC: U.S. Agency for International Development, September 2005), 16.
6. Deere & Company Corporate Governance—Code of Ethics Web site at http://www.deere.com/en_US/globalcitizenship/values/ethics.html (accessed April 18, 2010).
7. U.S. Securities and Exchange Commission Web site at <http://www.sec.gov/litigation/litreleases/2009/lr211129.htm> (accessed April 5, 2010).
8. The Politico Web site at <http://www.politico.com/news/stories/0310/3410/34105.html> (accessed April 17, 2010).
9. The General Mills Web site at <http://www.generalmills.com/corporate/commitment/foundation.aspx> (accessed April 5, 2010).
10. The Michael and Susan Dell Foundation Web site at http://www.msdf.org/Programs/Urban_Education/default.aspx (accessed April 5, 2010).
11. IBM 2009 Corporate Responsibility Report, 21, <http://www.ibm.com> (accessed April 10, 2010).
12. GE 2008 Citizenship Report, 176, http://www.ge.com/citizenship/news_features/news.jsp (accessed April 5, 2010).
13. The Charles Schwab Foundation Web site at <http://www.schwab.com> (accessed April 21, 2010).
14. ExxonMobil 2008 Worldwide Giving Report, http://www.exxonmobil.com/corporate/community_contributions.aspx (accessed April 6, 2010).
15. AT&T News Release, <http://www.att.com/gen/press-room?pid=4800&cdvn=news&newsarticleid=26457> (accessed April 27, 2009).
16. Wall Street Reform and Consumer Protection Act of 2009, <http://www.govtrack.us/congress/bill.xpd?bill=h111-4173> (accessed April 5, 2010).
17. <http://www.scholfieldhonda.com> (accessed May 13, 2010); Adam Knapp, "Scholfield Honda Trying to Turn Green Movement into Good Business," *Wichita Business Journal*, <http://wichita.bizjournals.com>, March 7, 2008, and information provided through interviews with Scholfield Honda personnel and in the video "Scholfield Honda."
18. Based on information from "News: Belu Scrapes into Profit," *Caterer & Hotelkeeper*, January 22, 2010, n.p.; Jane Bainbridge, "Making a Smaller Splash," *Marketing*, December 2, 2009, 32; Danny Fortson, "Bottle vs Tap Grudge Match Hots Up," *Sunday Times (London)*, June 7, 2009, 8; Belu Web site, <http://www.belu.org>; Schwab Foundation for Social Entrepreneurship, "Reed Paget," <http://schwabfound.weforum.org/sf/SocialEntrepreneurs/Profiles/index.htm?sname=0&sorganization=73206&sarea=0&ssector=0&stype=0>; "Case Study: Belu Water," *London Evening Standard*, <http://www.thisislondon.co.uk/itsyourbusiness/article-23383046-details/Case+study:+Belu+Water/article.do>.

Chapter 3

1. Based on information in Jung-Ah Lee, "Samsung Handset Sales on Track to Exceed 2009 Target," *Wall Street Journal*, November 30, 2009, <http://www.wsj.com>; Evan Ramstad, "Samsung's Swelling Size Brings New Challenges," *Wall Street Journal*, November 11, 2009, <http://www.wsj.com>; <http://www.samsung.com>.
2. The White House, Office of the Press Secretary, Press Release, August 6, 2002.
3. U.S. Bureau of Economic Analysis, U.S. Bureau of Commerce, *News Release*, March 18, 2010, <http://www.bea.gov/newsreleases/rels.htm> (accessed April 22, 2010).

4. This section draws heavily from the *World Economic Outlook Update*, January 26, 2010, International Monetary Fund Web site at <http://www.imf.org/external/pubs/ft/weo/2010/update/01/index.htm> (accessed April 19, 2010).
5. Micheal Christ and Elena Whisler, "China's Economic Emergence," *Econ South*, First Reserve Bank of Atlanta, Second Quarter 2005, 4–7.
6. World Trade Organization Web site at http://www.wto.org/english/news_e/press10_e/pr598_e.htm (accessed April 19, 2010).
7. Office of the United States Trade Representative, *NAFTA FACTS*, March 2008, 1, <http://www.USTR.gov> (accessed May 20, 2010).
8. U.S. CAFTA-DR Free Trade Agreement: How U.S. Companies Can Benefit, Export.Gov Web site at <http://www.export.gov/FTA/cafta-dr/index.asp> (accessed April 19, 2010).
9. ASEANSTATS Web site at http://www.aseansec.org/about_ASEAN.html (accessed April 19, 2010).
10. William M. Pride and O. C. Ferrell, *Marketing*, 2008 Edition (Boston, MA: Houghton Mifflin, 2008), 194.
11. The World Bank Web site at <http://www.worldbank.org/> (accessed July 25, 2010).
12. <http://www.evogear.com> (accessed May 13, 2010), and information provided through interviews with Evo personnel and in the video "Evo: The Global Environment."
13. Based on information from "Jamie Oliver Praises McDonald's," *The Telegraph (UK)*, April 25, 2010, <http://www.telegraph.co.uk>; Bob O'Brien, "McDonald's Is Where the Beef Is," *Barron's*, April 21, 2010, <http://online.barrons.com>; Melanie Lindner, "McDonald's Hits the Spot," *Forbes*, March 8, 2010, <http://www.forbes.com>; <http://www.mcdonalds.com>; <http://www.aboutmcdonalds.com>.
14. Bob Driehaus, "A Cincinnati Ice Cream Maker Aims Big," *The New York Times*, September 12, 2010, N29; company Web site <http://www.graeters.com> (accessed September 2, 2010); Alexander Coolridge, "Winburn: Where Is Cincinnati Jobs Retention Plan?" *Cincinnati.com*, August 18, 2010, <http://news.cincinnati.com>; Lucy May, "Graeter's Northern Kentucky Franchisee Puts Stores on the Block," *Business Courier*, August 6, 2010, <http://cincinnati.bizjournals.com>; Ken Hoffman, "Graeter's Ice Cream Is Worthy Diet Buster," *The Houston Chronicle*, April 15, 2009, <http://www.chron.com>; Melissa Davis Haller, "The Big Chill," *Cincinnati Magazine*, February 2009, <http://www.cincinnati.com>; and interviews with company staff and the video, "Let's Go Get a Graeter's!"

Chapter 4

1. Farhad Manjoo, "To Sell or Not to Sell?" *Fast Company*, December 2009, 49–50; Kermit Pattison, "A 20-Something Makes a Mint (and Sells It to Intuit)," *New York Times*, December 3, 2009, http://www.nytimes.com/2009/12/03/business/smallbusiness/03mint.html?_r=1&pagewanted=all; Lauren Young, "Big Banks Take a Hint from Mint.com," *BusinessWeek*, October 12, 2009, 62; Spencer E. Ante, "Mint.com: Nurtured by Super-Angel VCs," *BusinessWeek Online*, September 16, 2009, http://www.businessweek.com/technology/content/sep2009/tc20090915_065038.htm; <http://www.mint.com>.
2. The Mint.com Web site at <http://www.mint.com> (accessed March 15, 2010).
3. Ibid.
4. The IVY Planning Group Web site at <http://www.ivygroupllc.com> (accessed March 15, 2010).
5. The National Association of Publicly Traded Partnerships Web site at <http://www.napt.com> (accessed March 12, 2010).
6. The Procter & Gamble Web site at <http://www.pg.com> (accessed March 16, 2010).
7. Ibid.
8. The All Business Web site at <http://www.allbusiness.com> (accessed March 16, 2010).
9. The Hispanic PR Wire Web site at <http://www.hispanicprwire.com> (accessed March 10, 2010).
10. The Internal Revenue Service Web site at <http://www.irs.gov> (accessed March 20, 2010).
11. The Ocean Spray Cranberries, Inc. Web site at <http://www.oceanspray.com> (accessed March 20, 2010).
12. The Walmart Corporate Web site at <http://www.walmartstores.com> (accessed March 20, 2010).
13. "Buffett's Symetra Prices at Low End as 2010 U.S. IPOs Begin," *BusinessWeek*, Web site at <http://www.businessweek.com> (accessed March 20, 2010).
14. The Walmart Corporate Web site at <http://www.walmartstores.com> (accessed March 21, 2010).
15. The Oracle Web site at <http://www.oracle.com> (accessed March 21, 2010).
16. The IBM Web site at <http://www.ibm.com> (accessed March 22, 2010).
17. David Cho, "Weekend Merger Stuck with Bank of America," *The Washington Post* Web site at <http://www.washingtonpost.com> (accessed September 14, 2008).

Chapter 5

1. Michael Steinberger, "The Drawing Power of a US Burger Chain," *Financial Times*, November 21, 2009, <http://www.ft.com/cms/s/2/e973cd44-d567-11de-81ee-00144feabdc0.html>; Emily Bryson York, "Five Guys: An America's Hottest Brands Case Study," *Advertising Age*, November 16, 2009, <http://www.adage.com>; Elizabeth Licata, "Five Guys: Specialized Burger Concept Aims to Fulfill Customers' Cravings," *Nation's Restaurant News*, May 18, 2009, 58; <http://www.fiveguys.com> (accessed July 26, 2010).
2. U.S. Small Business Administration Web sites at <http://www.sba.gov/contractingopportunities/officials/size/summaryofssi/index.html>; <http://web.sba.gov/faqs/faqindex.cfm?areaid=15> (accessed May 26, 2010).
3. U.S. Small Business Administration, Office of Advocacy, *Frequently Asked Questions*, September 2009, <http://www.sba.gov/advo> (accessed June 13, 2010).
4. Ibid.
5. U.S. Small Business Administration, Office of Advocacy, *Quarterly Indicators*, Second Quarter, <http://www.sba.gov/advo> (accessed October 3, 2008).
6. Thomas A. Garrett, "Entrepreneurs Thrive in America," *Bridges*, Federal Reserve Bank of St. Louis, Spring 2005, 2.
7. U.S. Small Business Administration, Office of Advocacy, *Small Business Research Summary*, Number 341, February 2009; U.S. Small Business Administration, SBA Press Office, *News Release*, September 10, 2008; and 2008 *The Small Business Economy*, a Report to the President, U.S. Business Administration (Washington, DC, December 2008), 61–63, 99.
8. U.S. Small Business Administration, *News Release*, Number 05–53, September 13, 2005, http://www.sba.gov/teens/brian_hendricks.html (accessed May 26, 2010).
9. U.S. Small Business Administration, Office of Advocacy, *Frequently Asked Questions*, September 2009, <http://www.sba.gov/advo> (accessed June 13, 2010).
10. SBA Press Release, "Computer Simulation Company from Florida Is National Small Business of the Year," May 25, 2010, <http://www.sba.gov/news> (accessed June 7, 2010).
11. U.S. Small Business Administration, Office of Advocacy, *Frequently Asked Questions*, September 2009, <http://www.sba.gov/advo> (accessed June 13, 2010).
12. U.S. Small Business Administration, Office of Advocacy, *News Release*, Number 10-03 ADVO, March 3, 2010, <http://www.sba.gov/advo/press/10-03.html> (accessed June 13, 2010).
13. Timothy S. Hatten, *Small Business Management: Entrepreneurship and Beyond*, 4th ed., Copyright © 2009 by Houghton Mifflin Company, 238. Reprinted with permission.
14. SCORE Web site at http://www.score.org/media_fact_sheet.html (accessed May 26, 2010).
15. Ibid.
16. SBA Press Release, *Fact Sheet*, September 11, 2008, 2.
17. U.S. Small Business Administration, *News Release*, Release Number 10–33, May 26, 2010, <http://www.sba.gov/news> (accessed June 13, 2010).
18. U.S. Small Business Administration, *News Release*, Release Number 10–33, May 26, 2010, <http://www.sba.gov/news> (accessed June 13, 2010).
19. SBA Press Release, "President Obama Proclaims National Small Business Week," May 21, 2010, <http://www.sba.gov/news> (accessed June 7, 2010).
20. SBA Press Release Number 10–414, *News Release*, May 14, 2010, <http://www.sba.gov/news> (accessed June 7, 2010).
21. Cindy Elmore, "Putting the Power into the Hands of Small Business Owners," *Marketwise*, Federal Reserve Bank of Richmond, Issue II, 2005, 13.
22. U.S. Small Business Administration, <http://www.sba.gov/managing/marketing/intlsales.html> (accessed October 4, 2008).
23. U.S. Commercial Service Web site at <http://www.trade.gov/cs/> (accessed June 13, 2010).

24. SBA Press Release, "SBA 2010 Small Business Exporter of the Year," <http://www.sba.gov/news> (accessed June 6, 2010).
25. Based on information from company Web site <http://www.murrayscheese.com> (accessed April 23, 2010); http://www.murrayscheese.com/images_global/murrays_kroger_press_release.pdf (accessed April 23, 2010); Kelsey Blackwell, "Liz Thorpe," *Natural Foods Merchandiser*, March 2010; Kim Severson, "Murray's Cheese Will Open 50 Locations in Kroger Markets," *The New York Times*, November 24, 2009, <http://dinersjournal.blogs.nytimes.com/tag/murrays-cheese/>; Rosalind Resnick, "Market with Meaning," *Entrepreneur*, November 6, 2009, <http://www.entrepreneur.com/marketing/marketingideas/article203938.html#>.
26. Based on information from "Very Little House on the Prairie," *The Economist*, February 21, 2009, 45; <http://www.tumbleweedhouses.com>; Steven Kurutz, "The Next Little Thing?" *The New York Times*, September 11, 2008, F1, F8; Carol Lloyd, "Small Houses Challenge Our Notions of Need as Well as Minimum-Size Standards," *SFGate.com*, April 27, 2007, <http://www.sfgate.com>; Bethany Little, "Think Small," *The New York Times*, February 16, 2007, <http://travel.nytimes.com>; Hannah Bloch, "Downsizing, Seriously," *The New York Times*, September 10, 2006, <http://www.nytimes.com>.
27. Bob Driehaus, "A Cincinnati Ice Cream Maker Aims Big," *The New York Times*, September 12, 2010, N29; company Web site <http://www.graeters.com> (accessed September 2, 2010); Alexander Coolridge, "Winburn: Where Is Cincinnati Jobs Retention Plan?" *Cincinnati.com*, August 18, 2010, <http://news.cincinnati.com>; Lucy May, "Graeter's Northern Kentucky Franchisee Puts Stores on the Block," *Business Courier*, August 6, 2010, <http://cincinnati.bizjournals.com>; Ken Hoffman, "Graeter's Ice Cream Is Worthy Diet Buster," *The Houston Chronicle*, April 15, 2009, <http://www.chron.com>; Melissa Davis Haller, "The Big Chill," *Cincinnati Magazine*, February 2009, <http://www.cincinnati.com>; and interviews with company staff and the video, "Graeter's."

Chapter 6

1. Jack Neff, "P&G CEO Bob McDonald on Why Size Doesn't Matter," *Advertising Age*, January 18, 2010, 1f; Ellen Byron, "Olay Highlights P&G's Push to Extend Brands," *Advertising Age*, January 7, 2010, <http://www.adage.com>; Jennifer Reingold, "The \$79 Billion Handoff," *Fortune*, December 7, 2009, 80ff; <http://www.pg.com>.
2. "Eli Lilly Made China Pharma Market a Top Priority," *Transmedia.com*, January 1, 2010, <http://www.transmedia-china.com/default.aspx?portalid=442&tabid=0&mid=5606&ctl=news&iid=3561>.
3. Starbucks, <http://www.starbucks.com/about-us/company-information/mission-statement> (accessed February 4, 2010); Facebook, <http://www.facebook.com/facebook#/facebook?v=info> (accessed August 27, 2010).
4. Starbucks, <http://www.starbucks.com/SHAREDPLANET/ourGoals.aspx> (accessed January 28, 2010).
5. "Walmart Makes Organizational Moves to Raise Efficiency," *Reuters*, January 29, 2010.
6. Han Tianyang and Xiao Gong, "Volkswagen Planning New Guangzhou Assembly Plant," *China Daily*, February 1, 2010, http://www.chinadaily.com.cn/bizchina/2010-02/01/content_9406566.htm.
7. <http://www.bizjournals.com> (accessed January 4, 2010).
8. <http://www.fastcompany.com>; <http://www.ge.com/company/leadership/ceo.html> (accessed May 8, 2010).
9. <http://www.quantcast.com/monster.com> (accessed January 8, 2010).
10. <http://kwikiblog.blogspot.com/2008/03/Korean-management-practices-at-hyundai.html> (accessed February 10, 2010).
11. <http://www.flatworldknowledge.com/node/28982> (accessed February 4, 2010).
12. Andrew J. Dubrin, *Leadership: Research Findings, Practice and Skills*, 6th ed. (Mason, OH: South-Western/Cengage Learning, 2010).
13. http://www.1000ventures.com/business_guide/crosscuttings/leadership_entrepreneurial.html (accessed February 24, 2010).
14. Ricky Griffin, *Management*, 9th ed. (Boston, MA: Houghton Mifflin, 2008), 234.
15. Claire Cain Miller, "Tailoring Its Approach, Starbucks Rebounds," *New York Times*, January 20, 2010.
16. Micheline Maynard and Hiroko Tabuchi, "Rapid Growth Has Its Perils, Toyota Learns," *New York Times*, January 27, 2010.
17. <http://www.foundation.phccweb.org/Library/Articles/TQM.pdf> (accessed February 4, 2010).
18. Based on information on the company Web site <http://www.llbean.com> (accessed July 20, 2010); company news release, "L.L. Bean Installs a Solar Hot Water System to Its Flagship Store in Freeport," <http://www.llbean.com>, June 15, 2010; interviews with L.L. Bean employees, and the video, "L.L. Bean Relies on Its Core Values and Effective Leadership."
19. "DocuSign Board Appoints Keith Krach and Chairman and Steve King as President and CEO," *Wireless News*, February 4, 2010, n.p.; Cindy Waxer, "Sign on the Virtual Line," *FSB*, November 2009, 37; company Web site <http://www.docusign.com>; Douglas MacMillan, "The Issue: Workers as Crisis Consultants," *BusinessWeek*, April 9, 2008, <http://www.businessweek.com>.

Chapter 7

1. David Pinto, "Unilever Sets Goals," *MMR*, January 11, 2010, 85ff; Susan E. Reed, "Opinion: On the Death of the Cubicle," *GlobalPost*, December 24, 2009, <http://www.globalpost.com/dispatch/worldview/091223/cubicles-office-culture-unilever>; Nick Hughes, "Activism on Ice?" *Grocer*, December 12, 2009, 40ff; <http://www.unilever.com>.
2. Geoff Colvin, "How Top Companies Breed Stars," *Fortune*, September 20, 2007, http://money.cnn.com/magazines/fortune/fortune_archive/2007/10/01/100351829/index.htm.
3. "Avon Expects Savings and Benefits Approaching \$900 Million From Original Restructuring, Product Line Simplification and Strategic Sourcing Programs—Higher Than Anticipated," *Avon, news release*, February 19, 2009, <http://www.avoncompany.com/investor/businessnews/index.html>.
4. "Company Overview," Martha Stewart Living Omnimedia, Inc., <http://phx.corporate-ir.net/phoenix.zhtml?c=96022&p=irol-homeprofile> (accessed May 1, 2010).
5. Rob Goffee and Gareth Jones, "The Character of a Corporation: How Your Company's Culture Can Make or Break Your Business," *Jones Harper Business*, December 2003, 182.
6. Based on information from <http://www.numitea.com> (accessed May 26, 2010), and information provided through interviews with Numi personnel and in the video "Turbulent Times: Numi's New Manager."
7. Based on information from Kathleen Kingsbury, "HP vs. Everybody," *Time*, April 26, 2010, 6B4; "HP Agrees to Buy Palm for \$1.2 Billion," *PC Magazine Online*, April 28, 2010, <http://www.pcmag.com>; "HP Closes 3Com Deal Takes Aim at Cisco," *EWeek*, April 12, 2010, <http://www.eweek.com>; Patrick Thibodeau, "Outsourcing Deal Gives P&G Clout with HP Execs," *Computerworld*, March 22, 2010, 12; "HP to Acquire 3Com in \$2.7 Billion Deal," *InformationWeek*, November 11, 2009, <http://www.informationweek.com>; <http://www.hp.com>.

Chapter 8

1. Martin Mittelstaedt, "Eat the Chips, Compost the Bag," *Globe & Mail (Toronto)*, February 4, 2010, A9; Sandrine Rastello and Yi Tian, "Nestlé to Provide Cocoa Trees to Ivory Coast Farmers," *Bloomberg.com*, January 28, 2010, <http://www.bloomberg.com/apps/news?pid=20601116&sid=a0LODCPwkNF0>; Bob Sperber, "For 2009 Food Processing Processor of the Year, Nestlé USA, It's All About Creating Long-Term Value for the Bigger Picture and Serving Customer and Consumer Needs," *FoodProcessing.com*, November 30, 2009, <http://www.bloomberg.com/apps/news?pid=20601116&sid=a0LODCPwkNF0>; Katy Humphries, "UK: Nestlé Upgrades Kit Kat Plant," *Just-Food.com*, January 4, 2010, <http://www.just-food.com>; <http://www.nestle.com>.
2. The Bureau of Labor Statistics Web site at <http://www.bls.gov> (accessed May 1, 2010).
3. Ibid.
4. John Engler, "Forging a Second American Century," *Forbes*, May 28, 2009, Web site at <http://www.forbes.com>.
5. Thomas D. Kuczmarzski, "Remanufacturing America's Factory Sector," *BusinessWeek*, September 9, 2009, Web site at <http://www.businessweek.com>.
6. The Bureau of Labor Statistics Web site at <http://www.bls.gov> (accessed May 1, 2010).
7. Robert Kreitner, *Management*, 11th ed. (Boston, MA: Houghton Mifflin, 2009), 474.
8. The 3M Corporation Web site at <http://www.3m.com> (accessed May 2, 2010).
9. The Berry Plastics Corporation Web site at <http://www.berryplastics.com> (accessed May 2, 2010).
10. The AT&T Supplier Web site at <http://www.attsuppliers.com> (accessed May 2, 2010).
11. The National Institute for Standards and Technology Web site at <http://www.nist.gov> (accessed May 3, 2010).
12. The iSixSigma Web site at <http://www.isixsigma.com> (accessed April 30, 2010).
13. The International Organization of Standardization (ISO) Web site at <http://www.iso.org> (accessed May 2, 2010).
14. The Bureau of Labor Statistics Web site at <http://www.bls.gov> (accessed May 3, 2010).
15. Ibid.
16. Ibid.
17. The Illumina, Inc., Web site at <http://www.illumina.com> (accessed May 3, 2010).
18. The Dell Computer Corporation Web site at <http://www.dell.com> (accessed May 4, 2010).
19. Company Web site <http://www.burton.com> (accessed June 30, 2010); Mike Lewis, "Jake Burton on Taking the Helm," *Transworld Business*, May 4, 2010, <http://business.transworld.net>; "Laurent Potdevin Resigns as Burton CEO," *ESPN.com*, May 3, 2010, <http://sports.espn.go.com> (accessed June 21, 2010); Bruce Edwards, "Burton Moving Factory to Austria," *Rutland Herald*, March

- 17, 2010, <http://www.rutlandherald.com>; interviews with company staff and the video "Burton Snowboards' High Quality Standards."
20. Based on Richard Tedlow, "Toyota Was in Denial. How About You?" *BusinessWeek*, April 19, 2010, 76; Kate Linebaugh, "Consumer Reports Calls Lexus GX 460 Unsafe," *Wall Street Journal*, April 13, 2010, <http://www.wsj.com>; Micheline Maynard, "Toyota Delayed a U.S. Recall, Documents Show," *New York Times*, April 11, 2010, <http://www.nytimes.com>; Alan Ohnsman, Jeff Green, and Kae Inoue, "The Humbling of Toyota," *BusinessWeek*, March 22, 2010, 33–36; "Getting the Cow Out of the Ditch," *The Economist*, February 13, 2010, 69; Micheline Maynard, "Quality Is Major Concern of Toyota's Visiting Chief," *The New York Times*, January 15, 2008, <http://www.nytimes.com>; Micheline Maynard, "The Dings and Dents of Toyota," *The New York Times*, November 3, 2007, <http://www.nytimes.com>; Martin Fackler, "The 'Toyota Way' Is Translated for a New Generation of Foreign Managers," *New York Times*, February 13, 2007, <http://www.nytimes.com>.
21. Bob Driehaus, "A Cincinnati Ice Cream Maker Aims Big," *The New York Times*, September 12, 2010, N29; company Web site <http://www.graeters.com> (accessed September 2, 2010); Alexander Coolridge, "Winburn: Where Is Cincinnati Jobs Retention Plan?" *Cincinnati.com*, August 18, 2010, <http://news.cincinnati.com>; Lucy May, "Graeter's Northern Kentucky Franchisee Puts Stores on the Block," *Business Courier*, August 6, 2010, <http://cincinnati.bizjournals.com>; Ken Hoffman, "Graeter's Ice Cream Is Worthy Diet Buster," *The Houston Chronicle*, April 15, 2009, <http://www.chron.com>; Melissa Davis Haller, "The Big Chill," *Cincinnati Magazine*, February 2009, <http://www.cincinnati.com>; and interviews with company staff and the video, "Graeter's Leadership and Management Efforts Enhance the Firm's Performance."

Chapter 9

1. "Now Hiring! Lynn Franklyn, HR Manager, Wegmans Food Markets," *Fortune*, February 8, 2010, 84; Martha Woodall, "Collegeville Wegmans Opening Just Grand," *Philadelphia Inquirer*, October 12, 2009, http://www.philly.com/inquirer/local/pa/20091012_Collegeville_Wegmans_opening_just_grand.html; Donna Owens, "Treating Employees Like Customers," *HR Magazine*, October 2009, 28ff; <http://www.wegmans.com>.
2. Nick Bunkley, "Ford Profit Comes as Toyota Hits a Bump," *New York Times*, January 28, 2010.
3. U.S. Department of Labor, Bureau of Labor Statistics, <http://www.bls.gov> (accessed February 24, 2010).
4. Barbara Frankel, "The DiversityInc Top 10 Global Diversity Companies List," *DiversityInc Magazine*, May 18, 2009.
5. <http://hr.blr.com/about/about.aspx> (accessed February 24, 2010).
6. Procter & Gamble, <http://www.pg.com> (accessed January 25, 2010).
7. Nanette Byrnes, "Start Search," *BusinessWeek*, October 10, 2005, 74–76.
8. U.S. Department of Labor, Bureau of Labor Statistics, *News Release*, December 9, 2009, <http://www.bls.gov>.
9. Milton Moskowitz, Robert Levering, and Christopher Tkaczyk, "100 Top Companies to Work For," *Fortune*, February 8, 2010 issue, <http://money.cnn.com/magazines/fortune/bestcompanies/2010/>.
10. Cynthia D. Fisher, Lyle F. Schoenfeldt, and James B. Shaw, *Human Resource Management* (Boston, MA: Houghton Mifflin, 2006), 464.
11. *Ibid.*, 465.
12. <http://www.whirlpool.com> (accessed May 26, 2010); information provided through interviews with Whirlpool personnel and in the video "Meeting the Challenge of Diversity: Whirlpool."
13. Dina Berta, "Domino's Franchisee Pens Management Guidebook," *Nation's Restaurant News*, August 3, 2009, 12; Domino's Web site, <http://www.dominosbiz.com>; Louise Kramer, "For a Franchise, Success Is in the Hiring," *The New York Times*, January 6, 2008, <http://www.nytimes.com>; Mark A. DeSorbo, "65 Percent of Fast Food Restaurants Report Increased Employment in Q4," *QSR Magazine*, November 2007, <http://www.qsrmagazine.com>.
6. Ricky W. Griffin, *Fundamentals of Management*, 3rd ed. (Boston, MA: Houghton Mifflin, 2008), 300.
7. Milton Moskowitz, Robert Levering, and Christopher Tkaczyk.
8. Apple, http://store.apple.com/us_smb_78313/browse/home/campaigns/corporate_gifting (accessed May 11, 2010).
9. S. C. Johnson & Son, Press Release, September 22, 2009.
10. "Companies Find Benefits in Flex-Time," *American Public Media*, May 21, 2008, http://marketplace.publicradio.org/display/web/2008/05/21/flex_time/.
11. "In Hard Times, Re-Commit to Flex Time," Sylvia Ann Hewlett, *Harvard Business Review*, October 12, 2009.
12. Starbucks, <http://www.starbucks.com/career-center> (accessed May 11, 2010).
13. Victoria Stagg Elliott, "Job-sharing Can Boost Work-Life Balance, Cut Practice Expenses," *American Medical News*, February 8, 2010, <http://www.ama-assn.org/amednews/2010/02/08/bica0208.htm>.
14. <http://money.cnn.com/magazines/fortune/bestcompanies/2010/benefits/telecommuting.html>, February 8, 2010 issue.
15. Arif Mohamed, "Bosses Split Over Productivity of Teleworkers," *Computer Weekly*, March 29, 2005, 55.
16. <http://money.cnn.com/magazines/fortune/bestcompanies/2010/benefits/telecommuting.html>; Cisco, <http://www.cisco.com/en/US/products/index.html> (accessed May 3, 2010); "Cisco Study Finds Telecommuting Significantly Increases Employee Productivity, Work-Life Flexibility and Job Satisfaction," *Cisco News Release*, June 25, 2009, http://newsroom.cisco.com/dlls/2009/prod_062609.html.
17. Careers, W. L. Gore & Associates, <http://www.gore.com> (accessed May 3, 2010).
18. "A Brief Overview of Employee Ownership in the U.S.," <http://www.nceo.org>, January 2009.
19. Ricky W. Griffin, *Fundamentals of Management* (Boston, MA: Houghton Mifflin, 2008), 385–404.
20. Richard L. Doft, *Management* (Mason, OH: South-Western/Cengage Learning, 2010), 504.
21. Christine Tierney, "Quality Panel to Review Toyota," *The Detroit News*, April 30, 2010, <http://www.detroitnews.com/article/20100430/AUTO01/4300359/1148/Quality-panel-to-review-Toyota>.
22. Bill Fischer and Andy Boynton, "Virtuoso Teams," *Harvard Business Review*, July–August 2005, 116–123.
23. "Dow Wins Four 2010 Responsible Care® Energy Efficiency Awards," *Dow Press Release*, May 5, 2010, http://news.dow.com/dow_news/corporate/2010/20100505c.htm.
24. Linda Webb, "Microsoft's New Ergonomic Keyboard More Comfortable," *Cleveland Plain Dealer*, November 7, 2005, E4.
25. Mozilla, <http://www.mozilla.org/about/governance.html> (accessed May 8, 2010).
26. Company Web site <http://www.llbean.com> (accessed July 20, 2010); Tom Tobin, "L.L. Bean Set for Splashy First Day," *Democrat and Chronicle.com*, June 27, 2010, <http://www.democratandchronicle.com>; Michael Arndt, "Customer Service Champs: L.L. Bean Follows Its Shoppers to the Web," *Bloomberg BusinessWeek*, February 18, 2010, <http://www.businessweek.com>; interviews with L.L. Bean employees and the video, "At L.L. Bean, Everyone Is Family."
27. Milton Moskowitz, Robert Levering, and Christopher Tkaczyk, "100 Best Companies to Work For," *Fortune*, February 8, 2010, 75–77; "Don't Touch My Perks: Companies that Eliminate Them Risk Employee Backlash," *Knowledge@Wharton* (July 23, 2008), <http://knowledge.wharton.upenn.edu>; Joe Nocera, "On Day Care, Google Makes a Rare Fumble," *The New York Times*, July 5, 2008, <http://www.nytimes.com>; John Cook, "Perks Make Google Office Hardly Feel Like Work," *Seattle Post-Intelligencer*, January 16, 2008, <http://seattlepi.nwsource.com>; Elinor Mills, "Newsmaker: Meet Google's Culture Czar," *CNet News*, April 27, 2007, <http://news.cnet.com>; <http://www.google.com>.

Chapter 11

Chapter 10

1. Diane Brady, "Can GE Still Manage?" *BusinessWeek*, April 15, 2010, <http://www.businessweek.com>; Vikram Johri, "Leaders Today Have to Be Comfortable With Ambiguity"—Q&A: Susan P. Peters, *Business Standard (India)*, March 9, 2010, <http://www.business-standard.com>; <http://www.ge.com>.
2. Milton Moskowitz, Robert Levering, and Christopher Tkaczyk, "100 Top Companies to Work For," *Fortune*, February 8, 2010 issue, <http://money.cnn.com/magazines/fortune/bestcompanies/2010/>.
3. Gary M. Stern, "Companies Switch Their Tack on Corporate Retreats," *Investor's Business Daily*, March 12, 2010, <http://www.investors.com/NewsAndAnalysis/Article.aspx?id=527154&p=2>.
4. Douglas McGregor, *The Human Side of Enterprise* (New York: McGraw-Hill, 1960).
5. William Ouchi, *Theory Z* (Reading, MA: Addison-Wesley, 1981).

1. Terry Maxon, "Southwest Airlines Pilots Approve New Contract," *Dallas Morning News*, November 3, 2009, <http://www.dallasnews.com>; Scott Nishimura, "Southwest Airlines Pilots Ratify New Contract," *Fort Worth Star-Telegram*, November 2, 2009, <http://www.star-telegram.com>; Loren Steffy, "The Winds of Change Are Buffeting Southwest," *Houston Chronicle*, June 5, 2009, <http://www.chron.com>; Ann Schrader, "Southwest Pilots Reject Proposed Contract," *Denver Post*, June 4, 2009, <http://www.denverpost.com>; <http://www.swap.org>; <http://www.southwest.com>.
2. U.S. Department of Labor, Bureau of Labor Statistics, "Union Members Summary," *News Release*, January 22, 2010, <http://www.bls.gov/news.release/union2.nr0.htm>.
3. U.S. Department of Labor, Bureau of Labor Statistics, "Employee Benefits in Private Industry," *Economic News Release*, July 28, 2009, <http://www.bls.gov/news.release/ebs2.toc.htm>, table 4.

- Michael Gould-Wartofsky, "NYU Grad Students File for Union Recognition, Hope to Overturn Bush Era Ruling," *The Huffington Post*, May 3, 2010, http://www.huffingtonpost.com/michael-gouldwartofsky/nyu-grad-students-file-fo_b_561439.html.
- U.S. Department of Labor, Bureau of Labor Statistics, "Work Stoppages Summary," *Economic News Release*, February 10, 2010, <http://www.bls.gov/news.release/wkstp.nr0.htm>.
- Maynard Micheline, "Boeing Negotiations 'at a Standstill,'" *New York Times*, September 26, 2008, C4.
- "Philadelphia Transit Workers Go on Strike," *CNN News*, November 4, 2009, <http://www.cnn.com/2009/US/11/03/philly.transit.strike/index.html>; "Philadelphia's Transit Strike Ends," *Associated Press*, November 9, 2009, <http://www.washingtontimes.com/news/2009/nov/09/philadelphias-transit-strike-ends/>.
- "Players, Coaches Speak Out Against Law," *Associated Press*, May 1, 2010, <http://sports.espn.go.com/mlb/news/story?id=5152397>.
- Chris Frank, "Hawker Beechcraft, Machinist Reach Tentative Deal," *KAKE*, August 25, 2008, <http://www.fmcs.gov>.
- "2009 Annual Report," Federal Mediation & Conciliation Service, <http://www.fmcs.gov/internet/itemDetail.asp?categoryID=228&itemID=17315> (accessed May 4, 2010).
- Based on information from the organization Web site <http://www.wgaeast.com> (accessed July 14, 2010); Michael Rechtshaffen, "Writers Guild Members Claim Age Discrimination," *Toronto Sun*, May 9, 2010, <http://www.torontosun.com>; Michael Cieply, "Hollywood Directors Union Agrees to Early Contract Talks," *The New York Times*, April 28, 2010, <http://mediadecoder.blogs.nytimes.com>; Andy Plesser, "Writers Guild Explores Rules for Uncharted Online Video World," *The Huffington Post*, April 23, 2010, <http://www.huffingtonpost.com>; Richard Verrier, "Writers Guild Sings Same Tune as Composers and Lyricists," *Los Angeles Times*, <http://latimesblogs.latimes.com>; information provided by Guild employees, and in the video "The Writers Guild."
- Based on information from Tony Dokoupil, "When Nurses Strike in New York," *Newsweek*, May 3, 2010, 8; Jane M. Von Bergen, "Temple and Nurses Settle Strike," *Philadelphia Inquirer*, April 28, 2010, <http://www.philly.com>; Stacey Burling, "A Study Shows Nursing Strikes Erode Patient Care," *Philadelphia Inquirer*, April 12, 2010, <http://www.philly.com>; Vince Lattanzio, "Tentative Agreement Reached in Temple Nurse Strike," *NBC Philadelphia*, April 28, 2010, <http://www.nbcphiladelphia.com>; Rob Carson, "Tacoma General Nurses Picket," *The News Tribune (Tacoma, WA)*, January 20, 2010, <http://www.thenewstribune.com>; John Stucke, "Sacred Heart Nurses Picket Over Breaks, Benefits," *Spokesman-Review (Spokane, WA)*, February 2, 2010, <http://www.spokesman.com>; Lori Rotenberg, "Nurse Super-Union Sets Agenda, Aims to Get Staff Ratio Laws Passed," *Hospitals & Health Networks*, December 2009, 12; Joe Goeldeen, "St. Joseph's Nurses Won't Walk Out," *Records (Stockton, CA)*, October 30, 2009, <http://www.recordnet.com>; Kris Maher, "Nurses' Union Plans to Strike. One-Day Event at 39 California, Nevada Hospitals Is Focused on Swine-Flu Precautions," *Wall Street Journal*, October 20, 2009, <http://www.wsj.com>.
- Bob Driehaus, "A Cincinnati Ice Cream Maker Aims Big," *The New York Times*, September 12, 2010, N29; company Web site <http://www.graeters.com> (accessed September 2, 2010); Alexander Coolidge, "Winburn: Where Is Cincinnati Jobs Retention Plan?" *Cincinnati.com*, August 18, 2010, <http://news.cincinnati.com>; Lucy May, "Graeter's Northern Kentucky Franchisee Puts Stores on the Block," *Business Courier*, August 6, 2010, <http://cincinnati.bizjournals.com>; Ken Hoffman, "Graeter's Ice Cream Is Worthy Diet Buster," *The Houston Chronicle*, April 15, 2009, <http://www.chron.com>; Melissa Davis Haller, "The Big Chill," *Cincinnati Magazine*, February 2009, <http://www.cincinnati.com>; and interviews with company staff and the video, "Graeter's: Where Tenure Is a Proud Number."
- Paula Andruss, "New OfficeMax Catalog Courts Women Consumers," *Deliver Magazine*, June 29, 2009.
- "Nissan Announces Nissan LEAF Purchase Process; Gives First Glimpse at Marketing Campaign," Nissan, news release, February 11, 2010, <http://www.nissannews.com>.
- Brooks Barnes, "Movie Studios See a Threat in Growth of Redbox," *The New York Times*, September 6, 2009.
- Michael Liedtke, "Newspaper Circulation May Be Worse Than It Looks," *The Seattle Times*, November 22, 2009.
- Kevin Kelleher, "66,207,986 Bottles of Beer on the Wall," *Business 2.0 via CNN*, February 25, 2004, <http://www.cnn.com>.
- Ellen Byron, "New Penney: Chain Goes for 'Missing Middle,'" *Wall Street Journal*, February 14, 2005, <http://online.wsj.com/>.
- Catherine Arnold, "Self-examination: Researchers Reveal State of MR in Survey," *Marketing News*, February 1, 2005, 55, 56.
- William M. Pride and O. C. Ferrell, *Foundations of Marketing* (Mason, OH: South-Western/Cengage Learning, 2011), 128.
- Company Web site <http://www.etrade.com> (accessed August 3, 2010); Whitney Kising, "E*Trade Gains Most Since December on Return to Profit," *Bloomberg BusinessWeek*, July 23, 2010, <http://www.businessweek.com>; Matt Ackerman, "E*Trade to Target Long-Term Investors," *American Banker*, January 29, 2010, <http://www.americanbanker.com>; interviews with company employees and the video "E*Trade Tries to Build Long-Term Customer Relationships."
- Based on information from Betsy McKay, "PepsiCo Develops 'Designer Salt' to Chip Away at Sodium Intake," *Wall Street Journal*, March 22, 2010, <http://www.wsj.com>; Natalie Zmuda and Emily Bryson York, "Cause Effect: Brands Rush to Save World One Deed at a Time," *Advertising Age*, March 1, 2010, 1; Natalie Zmuda, "Pass or Fail, Pepsi's Refresh Will Be Case for Marketing Textbooks," *Advertising Age*, February 8, 2010, <http://www.adage.com>; Sarah Theodore and Elizabeth Fuhrman, "The Best Packages of 2009," *Beverage Industry*, December 2009, 40+; <http://www.pepsico.com>.

Chapter 13

- Micah Maidenberg, "Threadless Eyes West Loop," *Chicago Journal*, May 5, 2010, <http://www.chicagojournal.com>; Julie Shaffer, "Social Climbing," *American Printer*, January 1, 2010, <http://americanprinter.com>; Laurie Burkitt, "Need to Build a Community? Learn from Threadless," *Forbes*, January 7, 2010, <http://www.forbes.com>; Alicia Wallace, "5 Questions for Jake Nickell, Founder and Chief Strategy Officer of Threadless," *Daily Camera (Boulder, CO)*, May 18, 2009, <http://www.dailycamera.com>; Max Chafkin, "The Customer Is the Company," *Inc.*, June 1, 2008, <http://www.inc.com>; <http://www.threadless.com>; Joshua Topolsky, "Apple iPad Review," *Engadget*, April 3, 2010, <http://www.engadget.com/2010/04/03/apple-ipad-review/>; Vladislav Savov, "Apple Sells 1,000,000 iPads in Revolution's First Month," *Engadget*, May 3, 2010, http://www.engadget.com/2010/05/03/apple-sells-1-000-000-ipads-in-revolutions-first-month?icid=sphere_blogsmith_inpage_engadget.
- Joshua Topolsky, "Apple iPad Review," *Engadget*, April 3, 2010, <http://www.engadget.com/2010/04/03/apple-ipad-review/>; Vladislav Savov, "Apple Sells 1,000,000 iPads in Revolution's First Month," *Engadget*, May 3, 2010, http://www.engadget.com/2010/05/03/apple-sells-1-000-000-ipads-in-revolutions-first-month?icid=sphere_blogsmith_inpage_engadget.
- Apple, <http://www.apple.com> (accessed May 5, 2010).
- "GM Ending Hummer: Controversial Brand to Be Discontinued," *Huffington Post*, April 26, 2010, http://www.huffingtonpost.com/2010/02/24/gm-ending-hummer-controve_n_475464.html.
- Procter & Gamble, http://www.pg.com/en_US/brands/all_brands.shtml (accessed May 5, 2010).
- <http://www.virtualvender.coca-cola.com/ft/index.jsp>; <http://www.pepsico.com/Company/Our-Brands.html> (accessed May 5, 2010).
- Ben Rooney, "8 Names You Know, R.I.P.," *CNN Money*, December 20, 2009, http://money.cnn.com/galleries/2009/news/0912/gallery.brands_we_lost/8.html.
- Nadira A. Hira, "Fahrenheit 212—The Innovator's Paradise," December 16, 2009, *Fortune*, http://money.cnn.com/2009/12/15/news/companies/fahrenheit_212.fortune/index.htm; <http://www.fahrenheit-212.com> (accessed May 20, 2010).
- Joseph Peña, "Aptera Secures Financing, Introduces New 2e Electric Car," *San Diego News Network*, April 14, 2010, <http://www.sdn.com/sandiego/2010-04-14/business-real-estate/aptera-secures-financing-introduces-new-2e-electric-car>.
- "Market Update," <http://www.plma.com> (accessed May 5, 2010).
- Nick Bunkley, "Toyota's Sales Fall as GM and Ford Gain," *The New York Times*, February 2, 2010, <http://www.nytimes.com/2010/02/03/business/03auto.html>.
- "Coca-Cola Buys Glaceau, Maker of Vitaminwater, for \$4.1 Billion," *The Star*, May 28, 2007, <http://thestar.com.my/news/story.asp?file=/2007/5/28/apworld/20070528105438&sec=apworld>.

Chapter 12

- Marco Tabini, "iTunes Store," *MacWorld*, May 2010, 63; Paul McDougall, "iPad Goes International," *InformationWeek*, May 7, 2010, <http://www.informationweek.com>; Nathan Becker, "Apple Says iPad Sales Top 1 Million," *Wall Street Journal*, May 3, 2010, <http://www.wsj.com>; <http://www.apple.com>.
- Marketing Power (American Marketing Association), <http://www.marketingpower.com/AboutAMA/Pages/DefinitionofMarketing.aspx> (accessed May 4, 2010).
- Sears, <http://www.shopyourwayrewards.com> (accessed May 4, 2010).
- V. Kumar, *Customer Lifetime Value* (Hanover, MA: now Publishers, 2008), 5.
- Rajkumar Venkatesan and V. Kumar, "A Customer Lifetime Value Framework for Customer Selection and Resource Selection and Resource Allocation Strategy," *Journal of Marketing* 68 (October 2004), 106–125.
- Sears, press release, January 19, 2010, <http://www.searsmedia.com/tools/press/content.jsp?id=2010-01-19-0005167078>; Elaine Wong, "Why Sears Is Rebranding Kenmore," *Brandweek*, February 24, 2010, http://www.brandweek.com/bw/content_display/esearch/e3ie17592c1aa7a468849873c7d6a2fcd82.
- "Nissan Announces U.S. Pricing on 2010 Cube," *PR Newswire*, January 28, 2010.

13. <http://www.amazon.com> (accessed May 20, 2010).
14. Kenneth Hein, "BK Boxers Leads Pack of Worst Line Extensions," *BrandWeek*, December 15, 2008, http://www.brandweek.com/bw/content_display/esearch/e3ie36ce5eb50d8af30f302e69db2d0b6b.
15. Bruce Horowitz, "Earthbound Farm, Naked Juice to Use 100% Recycled Plastic," *USA Today*, July 9, 2009, http://www.usatoday.com/money/industries/environment/2009-07-08-recycled-plastic-food-packaging_N.htm?loc=interstitialskip.
16. Steve Everly, "Regulators Target Ink Cartridges," *Tennessean.com*, January 17, 2010, <http://www.tennessean.com/article/2010117/BUSINESS01/1170352/Regulators-target-ink-cartridges>.
17. Janet Adamy, "Corporate News: Starbucks—Coffee Empire Seeks to Seem Less Expensive in Recession," *The Wall Street Journal*, February 9, 2009, B3.
18. Jim Zemlin, "Linux Can Compete with the iPad on Price, But Where's the Magic?" *The Linux Foundation*, January 28, 2010, <http://www.linux-foundation.org/weblogs/jzemlin/2010/01/28/linux-can-compete-with-the-ipad-on-price-but-where%E2%80%99s-the-magic/>.
19. Dominic Haber, "Abercrombie & Fitch Plans Further Price Cuts After 1Q Loss," *TopNews.com*, May 17, 2009, <http://topnews.us/content/25241-abercrombie-fitch-plans-further-price-cuts-after-1q-loss>.
20. The Verizon Web site at <http://www.verizon.com> (accessed May 20, 2010).
21. Based on information in <http://www.bludot.com> (accessed June 16, 2010); "Stuff," <http://www.bludot.com> (accessed April 21, 2010) and originally published in *Minnesota Monthly*; Carl Alviani, "Taking the Middle Ground: Massive Design for the Masses?" *Core 77*, <http://www.core77.com> (accessed April 21, 2010); Todd Wasserman, "Guerilla Marketing: The Technology Revolution," *Ad Week*, January 11, 2010, <http://www.adweek.com>; interviews with company personnel and the film, "Blu Dot."
22. Based on information in Yukari Iwatani Kane and Roger Cheng, "Surge in iPhone Powers Apple," *The Wall Street Journal*, April 21, 2010, <http://www.wsj.com>; Alice Z. Cuneo, "iPhone: Steve Jobs," *Advertising Age*, November 12, 2007, S13; Katie Hafner and Brad Stone, "iPhone Owners Crying Foul Over Price Cut," *The New York Times*, September 7, 2007, C1, C7; Yukari Iwatani Kane and Nick Wingfield, "For Apple iPhone, Japan Could Be the Next Big Test," *The Wall Street Journal*, December 19, 2007, B1; Brad Kenney, "Apple's iPhone: IW's IT Product of the Year," *Industry Week*, December 2007, 47+; Josh Krist, "The Painful Cost of First-on-the-Block Bragging Rights," *PC World*, December 2007, 53+; Alex Markels, "Apple's Mac Sales Are Surging," *U.S. News & World Report*, September 26, 2007, n.p.; Jon Swartz, "iPhone Helps Apple Earn Juicy Profit," *USA Today*, October 23, 2007, 1B.

Chapter 14

1. Victor Godinez, "Movie, Book, Game Companies Fight to Survive Plunge into Internet Age," *Dallas Morning News*, April 5, 2010, <http://www.dallasnews.com>; "GameStop Launches Its First Online Video Game," *Internet Retailer*, March 31, 2010, <http://www.internetretailer.com>; Andrew Bary, "GameStop Builds a Business Selling Used Games to Teens," *Barron's Insight*, March 28, 2010, <http://www.wsj.com>; <http://www.gamestop.com>.
2. "eBay Fined in LVMH Perfume Sales Row," *BBC News*, November 30, 2009, <http://news.bbc.co.uk/2/hi/business/8386390.stm>.
3. "About Pepsi Beverages Company," PepsiCo, <http://www.pepsico.com/Company/The-PepsiCo-Family/Pepsi-Beverages-Company.html> (accessed April 17, 2010).
4. "Gasoline Stations (NAICS 447)," U.S. Bureau of the Census, <http://www.census.gov/econ/census/snapshots/SNAP44.HTM>.
5. Sam's Club Fact Sheet, Costco Wholesale Corporation Fact Sheet, Hoover's Online, <http://www.hoovers.com> (accessed April 19, 2010).
6. "The Year Walmart Stole Christmas," *Gile Toys Blog*, December 19, 2008, <http://blog.giletoys.com/2008/12/19/the-year-the-walmart-stole-christmas/>.
7. <http://www.dsa.org> (accessed May 17, 2010).
8. Maris Halkias, "J.C. Penney's Big Catalog Soon to Be But a Memory," *TheSeattleTimes.com*, November 27, 2009, http://seattletimes.newssource.com/html/business/2010365217_jcpenneycatalog27.html.
9. Jack Neff, "Snuggie: An America's Hottest Brands Case Study," *AdAge.com*, November 16, 2009, http://adage.com/article?article_id=140485.
10. <http://www.ftc.gov/os/2010/01/100104dncadditionalreport.pdf>; <http://www.donotcall.gov> (accessed April 19, 2010).
11. <http://www.netflix.com> (accessed May 17, 2010).
12. Jeff Clabaugh, "Black Friday Online Sales Up 11%," *South Florida Business Journal*, November 30, 2009, <http://www.bizjournals.com/southflorida/stories/2009/11/30/daily4.html>.
13. "Redbox's Vending Machines Are Giving Netflix Competition," *NYTimes.com*, June 21, 2009, <http://www.nytimes.com/2009/06/22/business/media/22redbox.html>.
14. Zoom Systems, <http://www.zoomsystems.com/> (accessed May 20, 2010).

15. Sandra O'Loughlin, "Out with the Old: Malls versus Centers," *Brandweek*, May 9, 2005, 30.
16. Lauren B. Cooper, "Bayer Properties to Manage S.C. Shopping Center," *BizJournals.com*, May 14, 2009, <http://www.bizjournals.com/birmingham/stories/2009/05/11/daily34.html>; <http://www.mtpleasanttownecentre.com/go/dirListing.cfm?FL=all> (accessed March 4, 2010).
17. Company Web site <http://www.tazachocolate.com> (accessed August 30, 2010); Courtney Holland, "Sweet Batches of Local Flavor," *The Boston Globe*, August 18, 2010, <http://www.boston.com>; Kerry J. Byrne, "Festival of Food Trucks," *The Boston Herald*, August 6, 2010, <http://www.bostonherald.com>; interviews with company staff and the video "Taza Cultivates Channel Relationships With Chocolate."
18. Based on information in Alaric DeArment, "No Sign of Recession as Chain Expands," *Drug Store News*, April 19, 2010, 50; "The Costco Way," *BusinessWeek*, April 12, 2004, http://www.businessweek.com/magazine/content/04_15/b3878084_mz021.htm; Doug Desjardins, "Costco Comps Up 7%, Despite 4Q Lag," *DSN Retailing Today*, October 27, 2003, 8; John Helyar, "The Only Company Wal-Mart Fears," *Fortune*, November 24, 2003, 158; Kris Hudson, "Warehouses Go Luxe," *The Wall Street Journal*, November 11, 2005, B1, <http://online.wsj.com/public/us>; "Investor Relations: Company Profile," Costco, http://phx.corporate-ir.net/phoenix.zhtml?c=83830&p_irol-homeprofile.

Chapter 15

1. Claudia Deutsch, "Panera's Ronald Shaich," *Institutional Investor*, April 2010, n.p.; Kavita Kumar, "While Competitors Fall Flat, Panera's Fortune Rises," *St. Louis Post-Dispatch* (St. Louis, MO), April 11, 2010, <http://www.stltoday.com/>; Christine LaFave Grace, "Ron Shaich, Panera Bread Co.," *Restaurants & Institutions*, January 1, 2010, 12; Emily Bryson York, "Panera: An America's Hottest Brands Case Study," *Advertising Age*, November 16, 2009, <http://www.adage.com>; <http://www.panerabread.com>.
2. Sarah Rabil, "U.S. Advertising to Rise 3.5% in 2010, Barclays Says," January 28, 2010, *Bloomberg*, <http://www.bloomberg.com/apps/news?pid=newsarchive&sid=aSXCF1nwQHrg>.
3. "2010 U.S. National Edition Rates," *Time*, <http://www.timemediaikit.com/us/timemagazine/rates/national/index.html> (accessed June 3, 2010).
4. Wayne Friedman, "TV Product Placement Delivers For '24,'" *Media Daily News*, January 19, 2010.
5. "Super Bowl XLIV Ad Cost Up Slightly Over Last Year," *MoonDogSports.com*, December 17, 2009, <http://moondogsports.com/2009/12/17/super-bowl-xliv-ad-cost-up-slightly-over-last-year/>.
6. "Don Shula for NutriSystem Silver Age-Based Men's Program," *FabulousSavings.com*, http://www.fabulousavings.com/online/us/nutrisystemads/1/don_shula_for_nutrisystem_silver_age_based_mens_program/ (accessed March 26, 2010).
7. Elena Malykhina, "Miller Lite's Macho Maneuvers," *Brandweek*, April 29, 2010, http://www.adweek.com/aw/content_display/creative/new-campaigns/e3i72c63ee9c311def0c9a7ad6cd3b43fc7.
8. Jim Turner, "Fla. Pulls Ad Campaign Saying State Not Affected by Oil Spill; State Senate President Compares Sheen to 'Rainbow Effect' in Driveways," *TC Palm (Palm Beach, Florida)*, June 3, 2010, <http://www.tcpalm.com/news/2010/jun/03/state-senate-president-kicking-off-ad-campaign/>.
9. Courtney Rubin, "Coupon Use Hits Record High," *Inc.*, February 8, 2010, <http://www.inc.com/news/articles/2010/02/coupon-use-hits-record-high.html>; <http://www.cellfire.com/whatiscf.php>; http://sites.target.com/site/en/spot/page.jsp?title=text_alerts (accessed June 3, 2010).
10. <http://www.inmar.com/promotion-services/news-events/press-releases/consumers-use-over3.5-billion-in-coupons.htm> (accessed May 18, 2010).
11. Mya Frazier, James Tenser, and Tricia Despres, "Retail Lesson: Small Programs Best," *Advertising Age*, February 7, 2005, 8.
12. <http://bigapplebbq.org/> (accessed June 3, 2010).
13. <http://www.facebook.com/MercedesBenz>; <http://www.youtube.com/user/mercedesbenztv?blend=2&ob=4> (accessed June 3, 2010).
14. Jason D. O'Grady, "Verizon Droid Ad Attacks iPhone on Features," *ZDNet*, October 19, 2009, <http://blogs.zdnet.com/Apple/?p=5055>.
15. Company Web site <http://www.lbean.com> (accessed July 20, 2010); "Photobrand 25 Ranks ESPN, GE, and Dunkin' Donuts as New England's Most Powerful Brands for 2010," *PR Newswire*, June 1, 2010, <http://www.prnewswire.com>; Michael Arndt, "Customer Service Champs: L.L. Bean Follows Its Shoppers to the Web," *Bloomberg BusinessWeek*, February 18, 2010, <http://www.businessweek.com>; interviews with L.L. Bean employees and the video, "L.L. Bean Employs a Variety of Promotion Methods to Communicate with Customers."
16. Based on information in Kirby Lee Davis, "Speech in Tulsa University of Tulsa: CEO of Columbia Says Company Charts Success with Innovation, Markets," *Journal Record* (Oklahoma City), May 2, 2010, <http://journalrecord.com>; Erica Iacono, "Corporate Case Study—Columbia Sportsweek Speaks to Many with One Voice," *PR Week*, January 16, 2006; George Anders, "Drama's Profitable

at Sportswear Maker—Columbia Run by Mother and Son," *The Seattle Times*, October 12, 2005; <http://www.columbia.com>.

17. Bob Driehaus, "A Cincinnati Ice Cream Maker Aims Big," *The New York Times*, September 12, 2010, N29; company Web site <http://www.graeters.com> (accessed September 2, 2010); Alexander Coolridge, "Winburn: Where Is Cincinnati Jobs Retention Plan?" *Cincinnati.com*, August 18, 2010, <http://news.cincinnati.com>; Lucy May, "Graeter's Northern Kentucky Franchisee Puts Stores on the Block," *Business Courier*, August 6, 2010, <http://cincinnati.bizjournals.com>; Ken Hoffman, "Graeter's Ice Cream Is Worthy Diet Buster," *The Houston Chronicle*, April 15, 2009, <http://www.chron.com>; Melissa Davis Haller, "The Big Chill," *Cincinnati Magazine*, February 2009, <http://www.cincinnati.com>; and interviews with company staff and the video, "Graeter's Is Synonymous with Ice Cream."

Chapter 16

1. "Profile: Net-a-Porter's Natalie Massenet," *Sunday Times (London)*, April 4, 2010, <http://women.timesonline.co.uk>; Alexandra Topping, "Natalie Massenet Sells Net-a-Porter Stake to Richemont for £50m," *Guardian (UK)*, April 1, 2010, <http://www.guardian.co.uk>; Jim Armitage, "Net-A-Porter Founder Turns Glad Rags to Riches and Sells for £350m," *London Evening Standard*, April 6, 2010, <http://www.thisislondon.co.uk>; Kate Walsh, "Net-a-Porter Delivers a Dozen Millionaires," *Times Online (London)*, April 4, 2010, <http://business.timesonline.co.uk>; Tom Mulier, "Richemont Buys Net-a-Porter, Online Fashion Retailer," *BusinessWeek*, April 1, 2010, <http://www.businessweek.com>.
2. The Symantec Web site at <http://www.symantec.com> (accessed May 28, 2010).
3. Ibid.
4. Bradley Mitchell, "What Is (Wireless/Computer) Networking?," the About.com Web site at <http://www.about.com> (accessed May 28, 2010).
5. "Bradley Mitchell, LAN—Local Area Network," the About.com Web site at <http://www.about.com> (accessed May 28, 2010).
6. Charlene Li, Julie M. Katz, and Christina Lee, "U.S. Interactive Marketing Forecast, 2007 to 2012," the Forrester Web site at <http://www.forrester.com> (accessed May 29, 2010).
7. The Internet World Stats Web site at <http://www.internetworldstats.com> (accessed May 30, 2010).
8. The Clickz Web site at <http://www.clickz.com> (accessed May 30, 2010).
9. Ibid.
10. Ibid.
11. The Javelin Strategy and Research Web site at <http://www.idsafety.net> (accessed June 1, 2010).
12. Ibid.
13. Company Web site <http://www.etrade.com> (accessed August 3, 2010); Whitney Kising, "E*Trade Gains Most Since December on Return to Profit," *Bloomberg BusinessWeek*, July 23, 2010, <http://www.businessweek.com>; Matt Ackerman, "E*Trade to Target Long-Term Investors," *American Banker*, January 29, 2010, <http://www.americanbanker.com>; interviews with company employees and the video "E*Trade Uses e-Business to Meet Customer Needs."
14. Based on information from Meghan Keane, "Q&A: eBags' Peter Cobb on Online versus Traditional Retail," *Econsultancy*, March 5, 2010, <http://econsultancy.com/blog/5523-q-a-peter-cobb-of-ebags>; "Customer Interaction Is in the Bag at eBags," *Internet Retailer*, October 8, 2008, <http://www.internetretailer.com>; Katie Deatsch, "Corralling Content," *Internet Retailer*, September 2008, <http://www.internetretailer.com>; "eBags Broadens Its Horizons as Tech Provider to Retailers," *Internet Retailer*, <http://www.internetretailer.com>, March 18, 2008; Janet Forgive, "Refusing to Pack It In," *Rocky Mountain News*, September 6, 2006, <http://www.rockymountainnews.com>; <http://www.ebags.com>.

Chapter 17

1. Based on information from Roger O. Crockett, "Deloitte's Diversity Push," *BusinessWeek Online*, October 5, 2009, <http://www.businessweek.com>; Laura Fitzpatrick, "We're Getting Off the Ladder," *Time*, May 25, 2009, 45; "Deloitte Announces Historical Milestone, Tops 1,000 Women Partners, Principals, and Directors," *Women's Health Weekly*, June 25, 2009, 335; <http://www.deloitte.com>.
2. The Deloitte Web site at <http://www.deloitte.com> (accessed April 7, 2010).
3. John Smith, "Financial Reporting in a Changing World," The International Accounting Standards Board Web site at <http://www.iasb.org> (accessed April 7, 2010).
4. Joseph Nocera, et al. "System Failure Corporate America Has Lost Its Way," *Fortune*, June 24, 2002, 64.
5. "Summary of the Provisions of the Sarbanes-Oxley Act of 2002," the AICPA Web site at <http://www.aicpa.org> (accessed April 8, 2010).
6. *Occupational Outlook Handbook*, The U.S. Bureau of Labor Statistics Web site at <http://www.bls.gov/oco/ocos001.htm> (accessed April 8, 2010).

7. The American Institute of Certified Public Accountants Web site at <http://www.aicpa.org> (accessed April 8, 2010).
8. Based on information found at <http://www.thelittleguys.com/home.asp>; Alan Wolf, "The Little Guys Get New Home, Amended Name," *TWICE*, April 19, 2010, 6, 22; Audrey Gray, "Perfecting a Soft Sell," *Dealerscope*, March 2009, 82; and information from interviews with company staff and the video, "The Little Guys."
9. Based on information from Matt Krantz, "Companies Are Making Fewer Accounting Mistakes," *USA Today*, March 1, 2010, <http://www.usatoday.com>; Jane Sasseen, "White-Collar Crime: Who Does Time?" *BusinessWeek*, February 6, 2006, <http://www.businessweek.com>; Stephen Labaton, "Four Years Later, Enron's Shadow Lingers as Change Comes Slowly," *New York Times*, January 5, 2006, C1; *Making the Numbers at Commodore Appliance* (Cengage Video).
10. Bob Driehaus, "A Cincinnati Ice Cream Maker Aims Big," *The New York Times*, September 12, 2010, N29; company Web site <http://www.graeters.com> (accessed September 2, 2010); Alexander Coolridge, "Winburn: Where Is Cincinnati Jobs Retention Plan?" *Cincinnati.com*, August 18, 2010, <http://news.cincinnati.com>; Lucy May, "Graeter's Northern Kentucky Franchisee Puts Stores on the Block," *Business Courier*, August 6, 2010, <http://cincinnati.bizjournals.com>; Ken Hoffman, "Graeter's Ice Cream Is Worthy Diet Buster," *The Houston Chronicle*, April 15, 2009, <http://www.chron.com>; Melissa Davis Haller, "The Big Chill," *Cincinnati Magazine*, February 2009, <http://www.cincinnati.com>; and interviews with company staff and the video, "Graeter's Adds MIS to the Recipe."

Chapter 18

1. Sean B. Pasternak, "TD Bank to Add Branches, Mortgage Staff in Quebec, Dorval Says," *BusinessWeek Online*, March 24, 2010, <http://www.businessweek.com>; "TD Bank Unveils New Green Prototype Design," *Contract*, February 25, 2010, n.p.; Bonnie McGeer, "The 25 Most Powerful Women in Banking: #21, Colleen Johnston," *US Banker*, October 1, 2009, 37; <http://www.tdbank.com>.
2. "The Economy: Crisis & Response," The Federal Reserve Board of San Francisco Web site at <http://www.frb.org> (accessed June 17, 2010).
3. Jeff Brown, "When It's OK to Carry Debt," the Yahoo! Finance Web site at <http://finance.yahoo.com> (accessed June 14, 2010).
4. The Federal Reserve Board Web site at <http://www.federalreserve.gov> (accessed June 19, 2010).
5. The Federal Reserve Bank of New York Web site at <http://www.newyorkfed.org> (accessed June 19, 2010).
6. The Federal Reserve Board Web site at <http://www.federalreserve.gov> (accessed June 19, 2010).
7. The Investopedia.com Web site at <http://www.investopedia.com> (accessed June 20, 2010).
8. The Federal Reserve Board at <http://www.federalreserve.gov> (accessed June 20, 2010).
9. "Wall Street Reform," the White House Web site at <http://www.whitehouse.gov> (accessed June 20, 2010).
10. Ibid.
11. Ibid.
12. The Office of the Comptroller of the Currency Web site at <http://www.occ.gov> (accessed June 20, 2010).
13. The Federal Deposit Insurance Corporation Web site at <http://www.fdic.gov> (accessed June 20, 2010).
14. U.S. Census Bureau, *Statistical Abstract of the United States, 2010* (Washington, DC: U.S. Government Printing Office), table 1146.
15. "Career Guide to Industries," the Bureau of Labor Statistics Web site at <http://www.bls.gov> (accessed June 21, 2010).
16. U.S. Census Bureau, *Statistical Abstract of the United States, 2010* (Washington, DC: U.S. Government Printing Office), table 1151.
17. The Federal Deposit Insurance Corporation Web site at <http://www.fdic.gov> (accessed June 20, 2010).
18. The Federal Trade Commission Web site at <http://www.ftc.gov> (accessed June 17, 2010).
19. The United States Senate Committee on Banking, Housing, and Urban Affairs Web site at <http://banking.senate.gov> (accessed June 15, 2010).
20. Company Web sites <http://www.chase.com> and <http://www.jpmmorganchase.com> (accessed July 19, 2010); "J.P. Morgan Chase Discloses Results," *American Banking and Market News*, July 15, 2010, <http://www.americanbankingnews.com>; Eric Dash, "JP Morgan Chase Easily Exceeds Estimates," *The New York Times*, July 15, 2010, <http://www.nytimes.com>; and the video, "Chase Bank Helps Small Business Owners."
21. Based on information in "Family Finance: Credit Cards Part of College Plans," *Associated Press*, March 19, 2010, <http://www.nytimes.com>; Jennifer Tescher, "Take Financial Education Beyond 101 (BankThink)," *American Banker*, February 25, 2010, 8; Ron Lieber, "One Thing You Can Control: Your Credit Score," *The New York Times*, October 11, 2008, <http://www.nytimes.com>.

.com; "Kaulkin Ginsberg Report Says Increased College Student Credit Card Debt Causing Financial Straits for Graduating Students," *Business Wire*, September 12, 2008, <http://www.reuters.com>; Gretchen Morgenson, "Given a Shovel, Americans Dig Deeper into Debt," *The New York Times*, July 20, 2008, <http://www.nytimes.com>; Charles De La Fuente, "Pushing Colleges to Limit Credit Offers to Students," *The New York Times*, October 17, 2007, <http://www.nytimes.com>; Rob Walker, "A For-Credit Course," *The New York Times*, September 30, 2007, <http://www.nytimes.com>.

Chapter 19

- Paul Hochman, "Ford's Big Reveal," *Fast Company*, April 2010, 90ff; Matt Andrejczak, "Ford Lightens Debt Load as It Eyes Improving Conditions," *MarketWatch*, March 29, 2010, <https://www.marketwatch.com>; Joe Light, "How Ford Is Taking on Toyota," *Money*, March 25, 2010, <http://money.cnn.com>; Mark Crumpton, "Lewis Booth, CFO, Ford Motor Company," *Bloomberg.com*, March 24, 2010, <http://www.pddnet.com>; Richard Gamble, "Treasury Keeps Ford from Running on Empty," *Treasury & Risk*, June 2009, 34ff; Mark Pittman and Elizabeth Hester, "Ford Boosts Convertible Bond Sale to \$4.5 Billion," *Bloomberg*, December 6, 2006, <http://www.bloomberg.com>; <http://www.ford.com>.
- The 3M Corporation Web site at <http://www.3m.com> (accessed May 2, 2010).
- Maria Bartiromo, "BlackRock's Peter Fisher on When the Pan Will End," the *BusinessWeek* Web site (accessed October 8, 2008).
- The Advertising Age Web site at <http://www.adage.com> (accessed June 24, 2010).
- Guy Beaudin, "Kraft-Cadbury: Making Acquisitions Work," the *BusinessWeek* Web site (accessed February 9, 2010).
- The Alico Corporate Web site at <http://www.alico.com> (accessed June 25, 2010).
- Matthew Boyle, "The Fed's Commercial Paper Chase," the *BusinessWeek* Web site at <http://www.businessweek.com> (accessed October 7, 2008).
- The IPO Scoop Web site at <http://www.ipoSCOOP.com> (accessed June 29, 2010).
- Ibid.
- The New York Stock Exchange Web site at <http://www.nyse.com> (accessed June 29, 2010).
- The NASDAQ corporate Web site at <http://www.nasdaqomx.com> (accessed June 29, 2010).
- The General Electric Web site at <http://www.ge.com> (accessed June 30, 2010).
- The Advanced Micro Devices corporate Web site at <http://www.amd.com> (accessed June 10, 2010).
- Mergent Transportation Manual* (New York: Mergent, Inc., 2009), 64.
- Company Web site <http://www.nederlanderconcerts.com> (accessed August 20, 2010); Nederlander Organization company overview, *BusinessWeek*, <http://www.businessweek.com> (accessed August 20, 2010); Hannah Heineman, "Moving Forward on Capital Improvement Projects," *Santa Monica Mirror*, July 28, 2010, <http://www.smmirror.com>; Steve Knopper, "Tour Biz Strong in Weak Economy," *Rolling Stone*, October 2, 2008, 11–12; Ray Waddell, "Nederlander/Viejas Deal Offers Touring Opportunities," *Billboard*, January 10, 2008, <http://www.billboard.com>; interviews with Nederlander employees and the video "Financial Planning and Budgets Equal Profits for Nederlander Concerts."
- Based on information from Jason Daley, "The 500 Calorie Smack Down," *Entrepreneur*, May 2010, 85ff; Jim Johnson, "Darden Plans Eco Eateries," *Waste & Recycling News*, March 29, 2010, 6; Ron Ruggless, "Darden Says No to Discounting," *Nation's Restaurant News*, March 25, 2010, <http://www.nrn.com>; Jonathan Birchall, "Darden Claws Back Custom of US Diners," *Financial Times*, March 25, 2010, 18; "Darden 3Q Profit Rises 25 Percent," *BusinessWeek*, March 23, 2010, <http://www.businessweek.com>; Michael Sanson, "Darden Restaurants," *Restaurant Hospitality*, August 2009, 28; <http://www.darden.com>.

Chapter 20

- Joe Rauch, "Raymond James Fees, Assets Lag Growth in Advisers," *Reuters*, March 25, 2010, <http://www.reuters.com>; Roya Wolverson, "Ranking the Full-Service Brokers: 1. Raymond James," *Smart Money*, May 29, 2009, <http://www.smartmoney.com>; <http://www.raymondjames.com>.
- "The Regulatory Pyramid," The New York Stock Exchange Web site (accessed July 13, 2010).
- Ibid.
- "Money 101 Lesson 4: Basics of Investing," the CNN/Money Web site at <http://www.money.cnn.com> (accessed July 13, 2010).
- Suze Orman, *The Road to Wealth* (New York: Riverbend Books, 2001), 371.
- The 2009 Medtronic Annual Report, the Medtronic Web site at <http://www.medtronic.com> (accessed July 14, 2010).
- The Investment Company Institute Web site at <http://www.ici.org> (accessed July 16, 2010).
- The Mutual Fund Education Alliance Web site at <http://www.mfea.com> (accessed July 16, 2010).
- The Investment Company Institute Web site at <http://www.ici.org> (accessed July 16, 2010).
- Bill Barker, "Loads," The Motley Fool Web site at <http://www.fool.com> (accessed July 16, 2010).
- "The Low Down on Index Funds," The Investopedia Web site at <http://www.investopedia.com> (accessed July 16, 2010).
- The Yahoo! Finance Web site at <http://finance.yahoo.com> (accessed July 16, 2010).
- Company Web site <http://www.etrade.com> (accessed August 3, 2010); Whitney Kislung, "E*Trade Gains Most Since December on Return to Profit," *Bloomberg BusinessWeek*, July 23, 2010, <http://www.businessweek.com>; Matt Ackerman, "E*Trade to Target Long-Term Investors," *American Banker*, January 29, 2010, <http://www.americanbanker.com>; interviews with company employees and the video "For E*Trade Investors, Help Is Just a Click Away."
- Based on information in Selena Maranjian, "Advice for Young Investors," *Motley Fool*, January 14, 2010, <http://www.fool.com>; Ben Steverman, "Advice for Young Investors," *BusinessWeek*, April 13, 2009, <http://www.businessweek.com>; Jim Mueller, "3 Lessons from an Investing Master," The Motley Fool .com, <http://www.fool.com>, October 31, 2008; Elizabeth Ody, "Start Investing in 3 Simple Steps," *The Washington Post*, October 30, 2008, <http://www.washingtonpost.com>; David Leonhardt, "Are Stocks the Bargain You Think?" *New York Times*, October 29, 2008, <http://www.nytimes.com>; Jeff Sommer, "Extolling the Value of the Long View," *The New York Times*, October 26, 2008, <http://www.nytimes.com>.
- Randy A. Simes, "Bond Hill to Celebrate Dedication of \$11M Graeter's Production Facility," *UrbanCincy.com*, September 28, 2010, <http://www.urbancincy.com>; Bob Driehaus, "A Cincinnati Ice Cream Maker Aims Big," *The New York Times*, September 12, 2010, N29; company Web site <http://www.graeters.com> (accessed September 2, 2010); Alexander Coolridge, "Winburn: Where Is Cincinnati Jobs Retention Plan?" *Cincinnati.com*, August 18, 2010, <http://news.cincinnati.com>; Lucy May, "Graeter's Northern Kentucky Franchisee Puts Stores on the Block," *Business Courier*, August 6, 2010, <http://cincinnati.bizjournals.com>; Ken Hoffman, "Graeter's Ice Cream Is Worthy Diet Buster," *The Houston Chronicle*, April 15, 2009, <http://www.chron.com>; Melissa Davis Haller, "The Big Chill," *Cincinnati Magazine*, February 2009, <http://www.cincinnati.com>; and interviews with company staff and the video, "Graeter's Plans for Financing Growth."