

Consider a company's successful attempt to influence your behavior as a customer as you answer Questions 1-3.			Consider a company's unsuccessful attempt to influence your behavior as a customer as you answer Questions 4-6.		
What was the name of the company? What product or service were you using?	Which behavior was the company trying to influence? What mechanism(s) did it use?	In your opinion, why was the attempt successful?	What was the name of the company? What product or service were you using?	Which behavior was the company trying to influence? What mechanism(s) did it use?	In your opinion, why was the attempt unsuccessful?
T-Mobile offering mobile phone subscription service	Company was trying to get me signed up for a full 2 years using free phones as primary mechanism	The company succeeded because I knew I needed the mobile phone service for 2 years anyway so the thought of not having to spend extra to get a phone just made the commitment easier to make. Plus, they offered a 15-day trial period which allowed me to cancel my subscription should my first 15-day experience prove horrible	United Airlines offering in-flight sandwiches for a price	Company was trying to get me to "upgrade" from a bag of nuts to sandwiches. Availability, price, and personal selling efforts on the part of the stewardess were the main mechanisms used	The company was unsuccessful because the price was too high for what I was getting and the stewardess didn't seem that enthusiastic about the sandwiches anyway. Add to that my expectations for the sandwiches to be free in the first place given the length/duration of my flight
Bumble and Bumble - hair care products	Trying to get me to use their products instead of other salon brands or drug store brands. Used promotion through salons that used their products exclusively and presented those products to me after my hair service.	Because I was able to try the products without purchasing them, and because the sales tactic used was not pushy.	Best Buy - I was purchasing a product and they were asking me to also buy a store warranty.	The nature of my electronics-purchasing behavior - trying to make me more risk-averse by protecting myself in the event that my purchase broke.	Because I was willing to assume the risk that they were offering to take on for me, their service had little value to me - their value proposition was weak.
Ralph Lauren - clothing and homewares.	It was trying to influence my buying behavior by selling an entire lifestyle rather than just a particular product. In this way, you no longer walk into a store wanting to buy "something" but rather wanting all of it. Stores that look like push homes and advertising that is experiential rather than informative help in this process.	Because it speaks to people's aspirations and makes them feel like needs.	Easyjet. Air travel.	The company was trying to move me away from conventional to budget air travel using catchy slogans, convenient internet booking, colorful planes and of course cheap fares.	Because it was patronizing and felt almost humiliating. One should be able to get a cheap air fare without having to be enveloped in an ugly orange color, the company's trademark, and without having to suffer their aggressive demeaning of their competition.
AirTran Airways; Air Travel	The company was trying to influence me to purchase my plane tickets at least 14 days before travel. The mechanism that AirTran uses is that the price will increase considerably if a flight is not booked at least 14 days in advance.	This attempt was successful because I am frugal and I hate to pay extra money for a service unnecessarily, so I am motivated to purchase my tickets in advance if the planning allows.	Avis; Car Rental	The company was trying to influence me to purchase their insurance coverage for the car rental. They used the scare tactic telling me all of the things that could go wrong on the road.	This attempt was unsuccessful because the probability of me getting into an accident during a two day car rental, in my mind, was not very high and therefore was not worth the additional \$32. I was comfortable with taking my chances.
ebay--paypal	trying to get me to pay online through a simple interface. Used Ubiquitousness of channels to make me feel like everyone was doing it, was supported by media and others in the soundness of security features. Easy to set up and trial.	A mix of all of the above. The convenience of the service gave it a leg up to begin with, lack of strong competition to make me question the strength of paypal over others, and the fact that so many respectable sites and companies were adopting use of the service made it seem safe and useful. I was also forced to try it because of its success in finding merchant partners. Once I was in, I was hooked.	Yahoo Music -- Unlimited Monthly Music Downloads	Trying to get me to get me to give up "owning" my music for renting it month by month. Used the allure of "unlimited" and a low monthly fee to try and create the hook. Also had to ensure that they had a robust database to be as attractive as others such as iTunes.	Unsuccessful because I have a strong preference to owning my music and a dislike for monthly fees. The plan felt like music was turning into cable television, and the idea of stopping the service and having paid it money each month only to not have any music personally to keep for it just did not sit with me.
Comcast - Upgrade to high definition television subscription	Comcast was trying to get me to upgrade my T.V. subscription to high definition. Comcast partnered with Best Buy, such that when I bought a T.V. with h-d capabilities, the Best Buy salesman tried to sell me an upgraded Comcast plan.	The attempt was successful because I was already spending so much on a T.V. unit, that another \$50-\$100 did not seem like a big deal at the time. Also, the Best Buy salesman made me feel that my T.V. purchase would be a waste if I did not upgrade to the h-d plan.	Cold Stone Creamery - ice cream shop	Tries to get customers to upgrade order size. When customer places ice cream order for a given size, server points out that customer can upgrade to larger size for only 50 cents.	This attempt would not work on me because I am making my size decision based on dietary concerns, not a price point. If the opposite were true, the strategy might work.
Starbucks -- coffee	Starbucks successfully attempted to influence the way consumers drink and think about coffee. It turned the habit into a lifestyle statement using mechanisms such as premium pricing, identifiable branding, and fast service.	Paying \$5 for a coffee regularly? --Absolutely!	Cingular (or any wireless company) -- photo messaging	Wireless companies attempted to get consumers to use this service in a manner similar to text messaging. They used mechanisms such as marketing (most commonly TV commercials), bundling the pricing of the service with other services (i.e., text messaging), and providing the hardware (camera included with phone).	No. I still rarely send or receive photos by phone, and the service is nowhere nearly as widespread as text messaging.
United Airlines. Air travel (domestic and intl.)	Customer loyalty. The company uses a customer loyalty program that allows me to earn "status" as a frequent flyer, using rewards including free travel and various travel-related perks.	As soon as I became a member of their higher program tier, United provided me with several incentives to utilize their product (seat upgrades, wait-list priority) that cost them little or nothing, that provide me with significant value. This means I am significantly less price sensitive when booking flights *) because I'm getting better service and 2) because I want to continue being an elite member of the program.	U-Haul. I rented a moving van.	It attempted to try to get me to return the van on time. The only mechanism it used was strong encouragement (but no penalties for not doing so).	I had no incentive to return ontime, and strong incentive to keep the van longer (the rental included fixed costs which were being amortized over a longer period, and low variable costs which would be incurred with extra use).
Blockbuster Video- movie rental	Blockbuster was attempting to encourage the early return of a high demand video (within 2 weeks of release). The organization used an incentive approach to encourage me to return the movie by the next day instead of the waiting until the end of the 2 day rental period. I was offered a credit of \$1 towards my next rental. Blockbuster also derived an added benefit by locking in a second visit from me.	I believe that this was successful because it created the perception of a "cheaper" rental because I automatically applied the future credit to my current rental and felt I was renting the movie for \$2.99 instead of \$3.99. Also, the requested behavior was very reasonable, and it highly likely that I would have returned the movie by the next day anyway- this simply encouraged me to not be lazy.	GAP Inc. - Banana Republic credit card.	GAP was attempting to influence me to spend at least \$800 per year on my Banana Republic credit card. The mechanism utilized was an upgraded status on my credit card, providing additional benefits. I was invited to a members only event as a preview of one of the benefits.	I believe this was inappropriately targeted. I rarely spend more than \$300 per year on my Banana Republic card, so the likelihood of reaching \$800 is slim, and especially in 4 months (since it is based on the calendar year).
Apple Nike+iTunes	Get me to run more Integrated technology and running apparel	Used technology, celebrity placements, beautiful design to motivate usage and running. Combined two successful brands, leveraging best of each. Offered easy to use product. Priced product at <\$30 with 3+ year lifecycle	Comcast Cable TV	Upsell from basic to extended cable and HD, watch more/different TV. Offered convenience, additional features, limited price promotions	Even with promotions, still priced too high - in part b/c of Comcast's monopoly position in my neighborhood
delta airlines	purchasing over the internet and flying more frequently on their airline; it provided lower fares on the internet and usually took a long time to get through if you decided to try to call; they also provided free flights and other privileges based on the amount of miles you travel with them	Yes.	Bank of America; financial services	trying to get me to not use banking centers as much by imposing an account service fee if you exceed a certain number of visits/calls.	no because when it comes to matters as personal as money I want to transact with an individual not a machine
Bank of Nova Scotia. I have a bank account with them.	They wanted me to pay my bills online. This would be much quicker than writing out a check and mailing it through the post system. They asked me about it when I was calling them about something else. They used logic to convince me as I saw it would save me time to pay my bills online.	It was successful because the phone attendant could set the service up for me on the spot. This happened this summer. If it had been a hassle, I would not have bothered. Also, I probably would not have asked for it myself, so it was successful because they proactively asked me about it.	Bank of Nova Scotia. I have a bank account with them.	They tried to get me to use one of their Visa cards, even though they knew I already had one with through another bank. When I was calling about something else they tried to get me to sign up for their Visa card. They said I would get cash back if I signed up.	They could not sign me up on the spot. It seemed like a procedure, especially since I already have a visa card. In order to get me using their Visa card they would have needed to up the cash back amount or make it easier to sign up for their card.
Sirius Satellite Radio	Subscribe. Signed up Howard Stern.	They had the exclusive ability to provide a product that wanted and was willing to pay for.	Amazon.com	Amazon Prime (\$75/ year for the year for unlimited 2 day shipping). They used a free subscription (with free cancellation) for 3 months to induce me to sign up.	I signed up when I was offered it at the time of my purchase, received free shipping, made subsequent purchases and then cancelled the subscription before being charged. The \$75 /year was too much for a service I didn't value and wouldn't use. By making it so easy to sign up / opt-out and offering so much free, I fear they made it too easy.
Carphone warehouse. Mobile pre paid service in London	my rational choice behavior. Used analytical reasoning and facts and superior rates	Because the company understood my needs and their product best addressed my needs. The sales person was knowledgeable and used the product herself.	Avis car rental in London	Price consciousness	No interaction and flexibility on price. No attempt to customize for my needs.

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Lingo. I use their internet phone service, specially international calls.	Temporarily buy a local phone number in the country you primarily call to. They use both emotional and rational (pricing comparison) advertising and a lot of promotion through word of mouth (you get discounts for every new customer you recommend).	It is easy to get this number once you are a customer, and adding this feature makes the pricing of the overall service much better.	Bankinter (online banking in Spain).	Avoid all types of customer service. They gave special offers (credit and prices) if you made the list of 'good customers'. They would also take a lot of time to resolve any issue and you are always directed constantly to the FAQ on the webpage.	That the rules are not clear and you have no idea the service you will get when opening an account with them. Besides credits and prices are not the best mechanism to avoid having customers asking questions and requiring services.
Name: La Perilla Restaurant. Product: Food.	Attempted to encourage me to leave promptly after eating by dropping off my check and stopping by frequently to make sure everything was OK.	Yes. After I caught on I promptly left. The waitresses was courteous and justified, as the restaurant was very busy. I have been back since.	Company Name: American Tires; Product: Tires	It attempted to alter my buying behavior by trying to convince me to buy four tires. Mechanism: misleading pricing tactics, aggressive selling and suspicious bundling.	No. I only bought one tire because I desperately needed it. I returned to my trusted tire provider for the other tires (Actually it turns out that I really only needed one additional tire not three).
American Airlines, air travel.	The company was trying to influence my behavior in selecting an airline to use for my travel. They used both a loyalty program and tiered service.	The attempt was successful because as I continued to fly AA and gain more status, the shorter the lines I had to wait in and better service I received from the company. With the increased amount of time needed for travel through airports, this has become increasingly important.	MBNA credit cards.	The company was offering balance transfer to increase the amount of credit they extend. They use internet advertising and mailings.	The rates were not good and they send too many unsolicited offers (particularly through the mail).
Blackberry	Increasing travel productivity; strategic selling through corporate partnership	mapping of key customer requirements with intuitive usage	Vonage	Domestic and international calling through VOIP telephony;	customer service; IPO PR campaign and media reports
American Express. Starwood Preferred Guest American Express credit card.	They try to make me pay my credit card balance by the end of each month. The mechanism they use is to charge a financing fee if I am even one day late in my payment, and then charge the fee again the subsequent month even if I pay on time.	When I was late with my payment once I had to pay the fee for two months and it really made me make an effort to always pay my balance on time. I have never been late since then so I would consider it successful. At the same time, I assume that these late fees must be a good source of income for AMEX, so it could be that they would rather I am late every once in a while. But the large fee is a disincentive for me to hold a balance so it is structured to discourage late payments.	Duane Reade. Duane Reade Dollar Rewards Club Card.	Duane Reade gives me points when I buy items in its stores which can be used for discounts on future items I believe. They are trying to influence me to continue to shop at their stores by giving me a building balance of points which probably expire or would be lost if I were to begin shopping at CVS or one of their other competitors.	The program is not well explained and the receipts they hand out which detail the system are too long and boring to read. I feel the program is not successful not only because it has failed to build any loyalty in me for DR, but also because I expect something from the program and yet I haven't ever seemed to receive a discount, so I feel it is a waste for me to swipe my card during every purchase. They ought to explain the program better, perhaps with a poster board in each store, and then give more tangible benefits from using the card.
Verizon Wireless -- cell phone	The time of day when I use my phone, using a peak/off-peak minute plan where "nighttime" minutes are unlimited, but "daytime" minutes are restricted.	Verizon took advantage of my price sensitivity, leading me to shift the majority of my usage to the evenings where I wouldn't be charged.	Delta Air Lines -- air travel	My airline ticket purchases, using frequent flyer miles.	I built up a large reserve of miles with Delta during my consulting days, and continued to use them frequently for personal travel. However, once I stopped traveling regularly and had exhausted my miles, I had no remaining incentive to choose Delta over other airlines. After several of my Delta flights were cancelled or delayed, my preference actually shifted to other airlines over Delta.
Lufthansa airline	Like other airlines they have a frequent flyer program. If the tickets are the same price, I would choose to fly Lufthansa as this gives you benefits at check-in, waitlist priority etc.	They are basically offering extra services at no extra cost to me (obviously only if the tickets are the same price as competing airlines).	Reward scheme for a grocery chain in Germany (Karstadt)	They were also trying to influence my buying behavior. By giving me award points, they were hoping to get me to do all my shopping at their stores.	Unlike Lufthansa you get no benefits from the reward scheme that are significant to me. The purchases collect you points that can be rewarded for certain gifts. It takes years to get enough points, the gifts are not nice and it takes months to redeem them. Unlike US stores (Shwags) you get no instant monetary benefit at the time of purchase.
Capital One / credit card	Increase use of card. It gave points worth up to 2% of purchases	It gave me back something that, even though it was small, didn't cost me anything and provided a benefit.	AOL / dial-up internet connection	Continue use of the service. It used a combination of making it very difficult to cancel and annoying operators trying to convince you not too.	Poor product. Expensive.
A company that successfully influenced me as a customer was Peapod. Peapod is a company that provides home delivery for groceries. You select what groceries you would like online and then they shop for them and deliver them right to your kitchen.	The company was trying to take my normal behavior of going to the grocery store myself and let them take over for a fee. They explained how easy it was, how anything that went wrong (i.e. - melted ice cream or damaged cans) they could fix through replacement or refunds easily. The company also showed how much time I could save by using their services and how easy and fast it was for me to order and set up a delivery time online.	The attempt was very successful because they basically let you try it the first time for free and then give you additional coupons for free service at your first order (I think it was 5 orders of coupons). You get the opportunity to see for yourself how easy it really is and how great the service is for free and then you never want to go back to traditional grocery shopping ever again.	Procter & Gamble unsuccessfully tried to influence my behavior with the Swiffer Duster.	P&G is trying to get consumers to switch from a traditional spray and wipe method of dusting to using a one step duster that is supposed to do both for you.	The attempt was unsuccessful because when I tried to product, I ended up re-dusting the traditional way because the swiffer duster did not do a good enough job! The product didn't do what it said it would do and actually cost more time.
Coca cola - started to drink coke instead of water	It was influencing the very basic need of water need. it used very heavy/cool/tempting advertising	it was successful as at some point you lose control and become addicted	palmt pilot - electric calendar	to eliminate the use of paper and pen using technology	My low adoption rate of technology. Don't think it was "their" fault
HSBC. None at the time	They were trying to get me to move all my accounts to HSBC - in the US, UK and Pakistan - as well as my credit card. They gave me lots of personal attention, assigned a specific senior sales member to my account and arranged a convenient meeting to explain to me their different products.	Two things - personal attention and willingness to be flexible (directly catering to my needs as a customer).	AOL. I was using their free online 30 day internet trial	They were trying to sell me a 1 year subscription. They tried to convince me when I called them to cancel my service.	The person was clearly reading from a note that had been prepared for him. Was not at all listening to what I was saying.
American Express. Credit Card.	The company wants you to renew membership and make frequent purchases. The mechanisms used: 1) you accumulate points with every dollar purchase so this gives you the incentive to spend more 2) the card has many benefits and features that gives you the incentive to renew membership.	The benefits and service level are better than other credit card companies. Furthermore, the company makes the card personal. For example, based on my history of purchases, the company sends discounts and promotions for events I may want to attend and stores I want to shop at.	American Airlines. Flight service.	They want you to fly with their company and fly often. They offer promotions and deals.	The service is poor. The planes are old, the flight attendants are generally rude and prices are high. They treat customers like a number.
Airlines - checking in for a flight.	Behavior: customers waiting in line to check in at the airport check-in counters. Mechanisms: almost all airlines now provide online check-in from home, where customers can check in for their flights up to 48 hours in advance.	I no longer wait in line to check in at the airlines' airport counters, which no doubt saves money for the airlines (reduced airport counter staff). This attempt was successful because the airlines offered me convenience and benefits - such as the ability to grab my preferred seats before I get to the airport the day of the flight.	Sprint, as a cellular phone customer.	Behavior: Calling Sprint's customer service number for questions on my account. Mechanism: Sprint implemented a complex Interactive Voice Response phone prompt (voice of a fictional agent named "Claire"), and made it very hard to actually get to speak to a live person.	Unsuccessful because the phone prompt was very hard to use, so I just figured out what buttons to press to skip ahead to a live person anyway. But the frustration led me to eventually change over to Verizon.
While not unique, my local grocery store uses the "pull-a-number" system to determine when it is my turn to order at the deli/prepared foods counter.	The store is trying to influence my (and others) waiting behavior as well as create an orderly process through which their clerks can deliver a customized service. The mechanism is an easily understood system in which each person who walks up to the counter pulls a number and waits for their number to be called before placing their order. The display screen clearly indicates the number currently being serviced, such that approximate wait time can be estimated and the clerk knows who to help next.	The pull-a-number system ensures that both the customers and the clerks know in which order to service people. This creates a sense of fairness as well as a way to estimate how long the wait will be, which are both important to the customer, such that they are willing to participate in the system.	I flew United Airlines last week and participated in the plane boarding process by group number, which was printed on my boarding pass. Seeing that other people were boarding in advance of their boarding group, I did the same in order to ensure that I could put my bag in an overhead compartment.	By asking customers to board by group number, which was prominently displayed on my boarding pass, the airline was hoping to get me to wait to board the plane in a presumably more efficient manner.	The attempt was unsuccessful because the system was not strictly enforced. Since they announced that the flight was full, a sense of scarcity around overhead compartment space was created. Thus, each individual customer had an incentive to board early and secure a space. With boarding group numbers visible on boarding passes, I could see that they were letting others board in advance of their group and realized that I should do the same.
Aveda shampoo	purchase behavior using quality to build up its brand and royal customers	yes	prada bags	purchase decision using brand and high price to encourage purchase	yes
United Airlines, Air travel	United tried to influence loyalty using a frequent flyer mileage program.	By offering free flights and check-in/boarding advantages as well as convenient ways to accumulate miles (flights, credit cards, bonuses for status), I have paid premiums to consolidate my travel with United when competitors have had equal or lower fares.	Dell Laptop computer	Dell tried to sell an extended service contract with the computer by scaring me with details of how limited the basic warranty was.	Not only did the price exceed my estimated expected value of the service contract, it made me question Dell's commitment to its products and customers and consider other manufacturers for my next computer purchase.

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Starwood Hotels, hotel accommodations	Starwood tries to increase its share of my total number of hotel stays. Two ways that they do this are by offering great incentives through a frequent stayer program that rewards you for staying, and a credit card through Amex that ties all purchases back to the frequent stayer program.	The primary reason this has been successful at increasing my likelihood to stay at a Starwood property is that they make their incentives have true value. Points are easily redeemed for free nights even on short notice, and they are easily transferred to any other frequent flyer program or other partner programs.	Stop & Shop Supermarket, buying groceries	Stop & Shop introduced self-checkout lanes, where customers can scan their own products and pay without a cashier. Some customers use these lanes instead of conventional cashier lanes. Stop & Shop could reduce labor costs. The only mechanisms used to encourage customers to try these lanes are signage and talking computer screens providing instructions.	The incentive I have to use these lanes is the promise of saved time. However, due to the design of the new service this promise is not delivered on and in reality I have no incentive to use the new service at all. Although these lanes do have shorter lines, most other customers are confused with the new service and take a long time using it, making the line move very slow. Additionally, Stop & Shop does not provide bagging in these lanes, so if I am buying more than a bag or two of groceries it may take even longer than a conventional lane.
American Airlines. I was purchasing their flight tickets.	They were trying to influence me to prefer to purchase their tickets over any other airlines. They used their frequent flyer program, which incorporated miles, upgrades, bonus miles, service levels, and sometimes special prices to help influence me.	To begin with, the recognition achieved early on (their Gold level) provided both bonus points and a higher level of service at check in and security - measures that saved me time immediately. It was a good enough incentive to make me 'sometimes' prefer the airline, as my time is pretty important to me. At their higher levels the added service and double miles made me a very sticky customer, as I saw added value beyond getting from point to point. When factors did affect the basic service (point to point), my 'level' aided me in getting to my place as quickly as possible and ahead of other travelers.	Comcast Cable. Current basic user of digital cable with a DVR Box.	Comcast sent several mailings and had someone call me to try to get me to upgrade to a higher level of cable service and bundle it with a phone and internet service. They used mailings and a phone representative, and attempted to show me how much I would save by bundling my services.	The first time, I responded to the phone rep that as a student I did not have a home phone (only a mobile) and my internet was already free as part of my university contract --- yet no kind of information went into any data base, and I received the same phone call and at least two pieces of mail in the coming weeks pushing the same product. Had Comcast been able to demonstrate a value to me in spending more money, I might have been convinced; but sending me the same thing multiple times showed me that they really didn't care about my desires or interests.
BWCinema. Rent and watch regional movies online.	Renting a DVD to watch a movie. Offered an alternative where I can watch the same movie online - eliminating the need to rent DVD.	Because it offered similar quality product with convenient procurement.	Banana Republic. Clothes.	Offered promotions and discounts to encourage me to buy clothes online.	Because it was always important for me to try the clothes before buying.
I was flying on Delta's Song airline.	The company provided a significant number of frequent flyer points to encourage me to try their new route from NY to Seattle.	Wanting to go on a vacation, I was flexible on my travel dates and destination, and was interested in saving for a free ticket in the future.	Better Burger. A local burger chain in NYC. I was purchasing their food.	They used punch cards where you would get a free meal with every 10 purchases. They were trying to increase my consumption and generate loyalty.	The product was not good enough to warrant me changing my behavior to earn a free meal.
ANA (Japanese airline company). I was using their flight service and enrolled in their mileage program.	It was trying to influence the decision making of consumers which airline to use for traveling and business trips. It used the mileage award mechanism.	It was successful as it used the mileage system to make the consumers feel that they are getting a better bargain than buying the cheapest flight ticket. It definitely stopped a lot of travelers to shop around for cheap flight tickets as they knew that they would be accumulating mileage that will contribute to free flights/great services such as express check-in, lounge usage (although economically it might not make sense unlike Zipcars model where they show in exact dollar amounts how much you will be saving by using Zipcar).	United Airlines. I was using their flight service and enrolled in their mileage program.	It was trying to influence the decision making of consumers which airline to use for traveling and business trips. It used the mileage award mechanism.	Although the mechanism is exactly the same as ANA, collecting mileage points was not attractive as their core service (flight related) was not good (bad in-flight service/frequent lost baggage and awful service in processing lost baggage claims etc.). I have heard that their mileage program is most easy to accumulate mileage and that their mileage can be bought/sold at certain price even when expired (which is a service ANA doesn't offer), all leading to better bargain but since their service was of poor level, and not aligned w/ their mileage program, it refrained me (and probably many other customers) from choosing UA whenever there was another choice of airlines despite the mileage program and cheap ticket price. Whatever mechanism a company has for giving customers a discount/a good bargain, it has to be aligned with their core service.
Firm: jetBlue; service: air travel	Behavior: responsible use of firm's resources (i.e. not using the free headphones if I have my own; cleaning my seat area after myself instead of relying on the flight attendants to do so). The mechanism: they honestly say something to the effect, "conserve our resources and we'll give you cheap ticket prices".	This was successful because they drew the honest and open parallel between the conservation of jetBlue's resources on my part, and the cheap flights on theirs.	Skype.com. Online phone calling.	Making free (or almost free) long-distance phone calls over IP using the Skype software client. Mechanism: word-of-mouth marketing.	The attempt was unsuccessful because the value proposition is incomplete. The phone calls are free only if the other party is also using Skype and is actually logged into the Skype network when you attempt to call them.
Travelocity. Planning a trip.	How much I book through them (flights only, or also hotels, car, etc). It made offers to book a hotel and a car as I was planning flights and offered savings if the whole trip was booked as a bundle.	The service expected my needs and highlighted how I could save some money.	MBNA. Credit card.	Writing checks connected to my credit card. MBNA sends me checks in the mail every month.	I have no need for getting cash out of a credit card and the fact that I do not max out my credit card limit should have suggested this to the company.
Amazon.com, buying books	Influence my purchase behavior, by suggesting other books based on my tastes or what other customers have bought in addition to my purchase, with editorials. In addition, the easibility of the search engine and the free shipping with purchase over \$25.	It catered to my tastes and gave me access to information and many more choices versus simply walking into Barnes and Nobles.	Searle, clothing store.	Flatter my ego to entice me to buy the clothes. Overly attentive and almost on top of you every time you try on clothes at the store. Also, the mirror is outside the dressing room, forcing you to walk outside so the saleswomen can try to attempt to flatter you with the clothes on. Than it becomes uncomfortable when you have to walk away without a purchase.	I don't like to be bothered like that once I am trying on the clothes. I like the attentiveness of getting me a dressing room and retrieving the appropriate size, but not to the point of fake flattery. Its to the point that I don't like going into the store. Instead of influencing me to purchase something, it actually turns me away from the store in fear of not being able to be able to try things on with out the saleswomen hassle.
Amazon.com.	Amazon was trying to get me to buy more often from them. They offered me a 3 month free trial of a service called "Prime" that gives you free 2nd-day air shipping on Amazon's products. At the end of the trial I paid \$70 to retain the service.	I now check to see if Amazon stocks something before I order it elsewhere because I know I can get faster and cheaper delivery with them. I have ordered a couple more things through them that I otherwise would have ordered elsewhere.	Brooks Brothers.	They wanted me to purchase more at Brooks Brothers and to give them information about me. They offered me 20% off of the price of my purchase if I would open a charge account.	Because even though I would have saved enough money to make it worth my time to fill out the form, I assumed that their benefit was somehow coming at my expense and chose not to participate.
The cable company, Comcast, has influenced my behavior as a customer through the digital video recording service offering (DVR).	The company was trying to enhance the quality of my television viewing and to make it more worthwhile for me to pay for additional cable channels. The mechanism it used was the digital video recording service, which enables me to record and then watch television shows based on my individual preferences.	The attempt was highly successful because the new product offering enhances the underlying service offering. I am more willing to pay for additional cable channels now because I know that I can better take advantage of the programming on those channels.	The Coca-Cola company tried to influence my behavior by offering variations of its Diet Coke product offering. It introduced various new "diet coke" products such as diet coke with lime, diet coke with lemon, etc.	The company was trying to influence my beverage purchasing habits by expanding the range of diet coke offerings. I think the aim of the company was to capture a greater share of current diet coke customers' beverage spending by offering them more variety.	The attempt was unsuccessful for me because the new product offerings did not in any way enhance the current offering and, because I continued to prefer the regular diet coke, I had no incentive to purchase the new variety.
JetBlue - booking airline tickets online	Early/prior purchasing of airline tickets. JetBlue had a sale in the middle of the summer, which they notified me of by email, and thus I booked quite a few tickets for this semester since my husband lives in Virginia and I travel quite a bit.	They made it very easy/convenient and the prices are very cheap. In addition, I like flying with JetBlue and I get nervous about waiting too long to book tickets that the prices will increase, so this was good impetus to make the purchases.	Capital One credit cards - consumer/identity theft protection services	Trying to get me to purchase additional services for a fee, by offering me these services when I called in to change my name on my card after I got married last summer.	I don't believe the service is worthwhile and if something goes wrong, I feel there will be some kind of "fine print" that includes me from coverage for some reason.
Alamo Car Rental - car rentals	Buying insurance was influenced. Employees discussed a doomsday scenario of potential liabilities for customers without proper insurance and increased pressure by requiring the customer to sign a waiver stating he/she rented insurance.	Forcing insurance on customers is very successful since most customer don't understand the specific uses of insurance package while the employee puts fear in the customers about the potential liabilities. Although I reduced my insurance purchase through the use of my AMEX card, I still purchased insurance.	Bally's Fitness - health clubs services	Racking the weights. Signs encouraging the racking of weights were posted everywhere.	(1) No direct (monetary) penalty was associated with returning the weights to their storage areas. (2) Due to the low cost image, most people didn't feel compelled to rack the weights.
T-Mobile - cell phone service calling plan	T-Mobile was influencing me to optimize my service plan (ie upgrade my plan to more minutes) and extend my contract with the company. It used pricing to affect my behavior.	I originally had a plan with 1000 minutes for \$49.99. But I would go over this plan, and each time I did they charged me something like \$0.99 a minute, which quickly adds up. They offer a 1500 minute plan for only \$10 more. It made sense for me to upgrade, but it required me to extend my contract for one year, which I wouldn't have otherwise done.	Not a company, but a Democratic Political Action Committee. I am a Democrat and I contribute financially.	The organization used telemarketing (since I had volunteered for them before) to contact me to try to get me to donate \$100.	The person who called me was completely uninformed about the organization and unable to answer my questions.

Consider a company's successful attempt to influence your behavior as a customer as you answer Questions 1-3.			Consider a company's unsuccessful attempt to influence your behavior as a customer as you answer Questions 4-6.		
What was the name of the company? What product or service were you using?	Which behavior was the company trying to influence? What mechanism(s) did it use?	In your opinion, why was the attempt successful?	What was the name of the company? What product or service were you using?	Which behavior was the company trying to influence? What mechanism(s) did it use?	In your opinion, why was the attempt unsuccessful?
company -One of a local Japanese esthetic salon service - esthetic treatment	behavior - make customer show up on time for the appointment mechanism - they set up segregated price for people who show up late more than 1 time or cancel appointment on the day of the treatment. (33% higher price from next treatment) For customers who show up on time every time, they make gradual discount based on how many times they come. For customers who show up late, they reduce the treatment time not to make next customer waiting.	Yes. At first, since the service level of this salon is great, most of the customers become repeat visitor of this salon. These loyal customers try seriously not to show up late to make the price of the treatment cheaper and to get treatment for whole time. Through this mechanism, this system succeed to encourage customer show up on time.	I'm sorry I have no idea about unsuccessful attempt...	n/r	n/r
Bank of America's Bill Payer system (Phone and Online)	Behavior: Method of paying bills and managing accounts. Mechanisms used: Online and print (brochures at the branch) advertising, word-of-mouth, employee recommendation	For me it was easy to use, transferred liability of payment timing to bank (e.g., if payment did not arrive to recipient by certain date, bank assumed responsibility of delay), free (saved on stamps and time), instantaneous deduction from account, kept a record of transactions, replaced the hassle and time spent of writing checks, stamping envelopes and mailing payments. I have been using this system for 9 years now and I hope to never go back to the old method of paying my bills!	Yahoo Auctions	Through online advertising and targeted emails tried to offer incentives (e.g., discounts, reduced fees) to list my auctions on their site.	In comparison to eBay, Yahoo Auctions did not have enough customers and listings, and the auction had a soft ending. High switching costs (hassle to learn new auction system and also lose my positive feedback I had accumulated on eBay).
Sandals Resorts, which is an all inclusive, couples resort located throughout the Caribbean.	The company tries to influence couples' vacation destination decision making by making the vacation package extremely appealing and hassle free. There is minimal planning that is required--all you need to do is book the length of stay and airfare and all other activities and meals are planned for you. Furthermore, they limit guests to adult couples, so you do not have to worry about kids running around the resort. They also include in the cost of the trip transfers, taxes and tips.	The attempt was successful because the resorts live up to their advertising--they are truly "all-inclusive". There are no additional fees or spending that consumers must worry about after getting off the plane. They live up to all of the expectations one has when looking for a package vacation. Furthermore, once you arrive, they cater to your every need. It is obvious that all of the employees place a high value on customer service.	Bailey Banks & Birdie. My boyfriend and I went into the store one day to look at jewelry.	Although the store's objective is to sell jewelry, the customer service we experienced was extremely poor. It seemed that they were not using ANY mechanisms to get us to buy something and we will never return to the store to make a purchase in the future.	Their attempt was unsuccessful because of their customer service. We were ignored upon entering the store, although there were two salesmen standing in the front of the store that appeared to be greeters and were not assisting other customers. Furthermore, we stood by a case for about 5 minutes waiting to be assisted, before realizing that the sales person ignored us to help someone else who entered the store and approached the case after we did. Rather than ask for help, we decided to leave. The store was not busy at the time and we felt that the behavior of the sales people was inexcusable.
McDonalds, Fast food	Implementing self service. When McDonalds entered Mexico about 20 years ago, self service was a very very uncommon practice, especially the part that consists in picking up after yourself. They "educated" people through making it seem "cool" to pick up your own mess and by acting as if it was super obvious that that is what you should do.	Because they established it as a norm from the very beginning so nobody dared to defy it because you would be looked over by everyone else in the rest. as a person who just "didn't get the concept"	The Water service company in Mexico.	Trying to make on time payment a common habit. It uses the "terror" mechanism, adding late payment fees if you don't pay on time	Because they are not consistent, so after 5 years of not paying and seeing how your debt to the company rises and they never cut your water supply, they publish "Extraordinary discounts" eliminating all the late payment fees and even cutting a discount, because they are desperate for people to pay "anything"
Company: Nordstrom's Product: Men's Clothing	Habitual purchasing of Nordstrom's merchandise, through a consistent offering of high quality merchandise and service.	Yes - I'm a habitual Nordstrom's customer, because I can rely on the quality of merchandise and the in-store and post-sale service levels to be superior to other clothing stores.	Company: Northwest Airlines Service: Air travel	Northwest intends to influence customers to choose NWA (over their competitors) for their air travel needs, through a customer service plan that includes: Offer the Lowest Fare Notification of Known Delays, Cancellations and Diversions On-Time Baggage Delivery Increase Baggage Liability Limits Cancel Reservations Ticket Refunds Accommodate Passengers with Disabilities and Special Needs Meet Customers' Essential Needs during long delays Handle "Bumped" Passengers with Fairness and Consistency Disclose Travel Itinerary Cancellation Policies, Frequent Flyer Rules, and Aircraft Configuration Ensure Customers First Standards from Code Share Partners Respond to customer complaints	If NWA's primary concern is customer satisfaction, then they are currently concentrating on the wrong mechanisms. They should be fixated more on mechanisms such as on-time departures/arrivals, consistent in-flight service, and enhancing or maintaining a consistent awards program.
Insight Communications--cable television services, specifically OnDemand programming	The company was attempting to influence my choice of entertainment/leisure experiences--hoping I would choose their proprietary OnDemand television services over renting, TiVo, or out-of-home options. They primarily utilized convenience and cost mechanisms.	I believe Insight was successful, because they appealed to my desire to efficiently utilize time and money, two highly valued resources. By offering unlimited OnDemand HBO programming along with monthly HBS subscription, for example, I was able to watch the occasional movie and keep up (or catch up) with the Sopranos and Six Feet Under at my convenience and with very little cost compared to other options.	Apple--iTunes music service	The company was trying to influence the way I purchase and use music recordings. Like Apple, iTunes appeals to convenience and cost, primarily.	I may be a major outlier here, but I am a bit of a music purist and don't believe Apple's files are of the same quality as CD recordings (which are similarly not of the same quality as vinyl, of course...). Although I appreciate the ability to purchase individual songs (rather than whole albums), I would rather have the song in its complete, unadulterated form. Not only is the quality better, but it is also in a standard audio format, while iTunes music is in Apple's proprietary format, which limits the ways in which I can use the music I own.
Apple Computer, Inc. iPod -- needed technical service/troubleshooting on setup	Method of accessing company for iPod service -- instead of traditional phone support getting me to bring it into the store. They made it very difficult (maybe impossible) to find a phone number (and very restrictive terms) -- but easy to find store locations and make a service reservation online.	Ease of use and accessibility of going to store for help--real person, no cost, easy to reserve online ahead of time so don't waste time, easier to fix problem in person, etc. (Plus, creates a purchase opportunity -- almost bought new accessory -- and generates consumer goodwill --fixed my problem easily and very helpful.)	Amazon.com Purchase digital camera online -- shipping questions	Use web for order info -- don't call in order. Make the phone number hard to find; little additional info in service reps hands.	Still needed to call because info not available on web. Difficulty of finding phone number just made me more frustrated and more determined than ever to find it. Had to make multiple calls into service to get answer to question (Saturday delivery possible?) -- and ended up canceling order because of inflexibility (not available). Bad service experience.
American Airlines. Flights for business and personal travel.	The company wanted me to choose American for my business and personal travel needs. I actually did not have any control over my business travel plans, but as a result of American's free upgrades plan, I ended up not only using American for all my personal travel needs but actually INCREASING THE AMOUNT OF PERSONAL TRAVEL that I decided to take by air (all of it with American). As a top tier business customer with American, the airline gave me unlimited national and eight international upgrades (which expired in one year).	This attempt was successful in that it generated additional significant business for the airline. Over the last year, I have traveled for vacation on American to India, China, and Chile. I paid the full economy fares for these tickets but used my free upgrades to travel in business. I would not have made these trips (on American or any other airline) but for these upgrades. While this did increase my personal spend with the airline, it may not have been successful in terms of generating high margin business travel to American as I, who benefited from the upgrades, did not decide on when and on which airline I would fly for business.	Ski Market...I planned to buy new skis and accessories.	The company wanted to ensure that each customer had the opportunity to engage in an in-depth discussion with a knowledgeable salesperson in the hope that this would build long-term relationships between consumers and the business.	The company did not have enough salespeople and the salespeople gave equal attention to all customers with regard to neither the probability of their buying something nor the size of their potential purchase. Thus, I received no attention for nearly an hour when I was committed to making a major purchase while the salespeople worked with other customers who made no/lower margin purchases. I left the store frustrated and without buying anything.
Apple, I-Pod	They were trying to reach customers' appealing for tech-savvy solutions, love of nice design and easy of use. They leveraged their brand name and reputation for high-end product and their music download website (i-tune) to create a new reference	They were able to create a consensus of "this is the reference product to have".	Pepsi, Pepsi cola	Young customers appealing for music and sport, who want to have something different or take risks. Created young image and use young celebrities (britney spears,...) to build their brand name.	Their product is not differentiated enough. Coke is still the absolute reference in my mind who is dedicated to everybody not only to young kids who like britney spears.

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Jay Nails Manicure	BEHAVIORS: 1) Frequency of Visits 2) Purchase of Additional Services MECHANISMS: 1) Frequent visitor card (buy 10 manicures, get 1 free) 2) Free sample of chair massage while nails are filed. Then a 10-minute chair massage (for \$13) is offered at the end of manicure, while you have to stick around to dry anyway...	Encourage neighborhood women to use Jay exclusively instead of rotating between Jay and the other nail salons nearby. Frequent visitor card makes me feel like I am a "regular" somewhere. The manicurists write their names in the little check boxes, so if you have a particularly good manicure, you can ask for that technician the next time you visit. The free sample of the massage is a great sales tool. The 1-minute taste at the beginning of the manicure certainly makes customers more likely to buy the chair massage later than if they had not been exposed to the delightful service earlier.	US Airways Phone center	US Airways wanted me to check whether my flight was on time either online or through the automated call line. The automated message at the 800 number suggested that I could check online "for faster service", then gave "check flight arrival/departure times" as a menu choice on the phone line. (choosing this option kicks you over to another automated system)	After I realized that choosing the option they wanted me to choose put me on the phone with a voice recognition machine, I called back and chose the option for purchasing a ticket right now, with a credit card at the ready. Therefore, US Airways did not cut the costs it had hoped to save by servicing me through the automated phone line. By pretending I was about to buy a new ticket, I got a live agent on the phone who could help me figure out that my flight was, indeed, delayed two hours. I also asked her to help me select my seats, which I did not have the option to do online.
American Airlines - airplane tickets	They are attempting to make me show loyalty to the airline when purchasing tickets and be willing to possibly pay a little more to fly American in some cases. It uses a loyalty program - frequent flyer miles that provide free tickets and first class upgrades. Becoming a Platinum or Executive Platinum member of the program also gives me priority on standby lists, allows me to board early, etc.	It makes using their product more enjoyable and gives me flexibility I value as a frequent traveler. Inherent in the program is that if I find using their product more enjoyable, I will get in the cycle of using it more and getting more rewards. As long as the profit from my additional use outweighs the cost of providing the rewards, American is more profitable.	Victoria's Secret - cloths	The company sends out catalogs at a rate of approximately one per week in an attempt to get you to purchase sale items.	The attempt is unsuccessful because they send out so many catalogs that you just ignore them and they do not use the information they have regarding their customer previous purchases to target their catalogs to drive specific purchases.
Comedy central. (Viacom). I was watching the Daily Show.	I was downloading the show illegally, stripped of commercials. It presented a new, slick, online website that streams the videos, with some associated visual and video commercials.	the website ended up being an easier way to access the show than the illegal downloading, and the ads were presented in a way that were not obstructive.	Well, the RIAA. I was listening to music produced by its member companies.	once again, I was illegally downloading stuff, this time music.	their methods (using the pants off selected scapegoats) were not perceived by me as a significant threat, and made me less guilty about stealing. Also the process of downloading was a much more satisfying way of getting my music vs. all options (including iTunes)
IBM/Lenovo. Laptop computers.	Trying to get me to buy an IBM/Lenovo laptop. Used ease of purchase, increased tech support, linked through Harvard, overdelivered on the order in terms of cost and delivery times.	Yes, very successful. I was swayed by the ease of purchase, the cost, delivery and service, where I wouldn't have bought an IBM otherwise.	Verizon. Cell phone plan/phone.	Trying to influence purchasing decision. Used deals and discounts to increase the size/type of purchase.	Too confusing and too much fine-print. I felt a lack of trust and a disdain for Verizon on the whole.
Macy's. Shopping in the women's department.	Macy's was trying to influence me to purchase the more expensive designer selections instead of the discounted clothing. The designer selection was better lit and clothes were pleasingly arranged instead of thrown around in the discount section.	The clothes not only looked more appealing, but by putting the discount clothing in a separate section, it was easy to identify the "discount shoppers". They made it a bad thing to look for bargains.	Lucca (Italian restaurant). Water for the table.	The restaurant was trying to get me to purchase the high margin bottled water over tap. The waiter server made the tap option seem unsanitary or cheap.	I had read an article about the high margins restaurants make on bottled water. It was then obvious what the server was trying to do. Besides, I drink tap water at home so I know that it is quite safe.
Up to Date On-line, comprehensive and current, clinical medical information	Up to Date was trying to be the one source med students and residents use to quickly access comprehensive information, incorporating recent results from clinical trials	The attempt was successful because in addition to winning contracts to be installed in computers at teaching hospitals, they sold their service, a web based account in addition to CDs to download the information, to medical students for a low price. Their emphasis on continuously updating the information is consistent with the theme of practicing evidence based medicine and it results in subscription revenues for the company.	UPS insurance claim	By making it extremely difficult to process the insurance claim, UPS was deterring me from following through with the claim	The attempt was not successful because I was diligent and was able to dedicate some time to follow through the claim
Key Bank. Preferred Checking Account.	Key was trying to keep me as a customer although I no longer lived in an area serviced by Key Bank (Boston and, prior to that, Minneapolis), and to make sure an adequate balance was maintained. The bank accomplished this goal via a policy to charge no ATM fees AND to re-imburse other banks' fees up to \$4.00/month as long as a balance of \$2,000 was kept in the checking account and \$5,000 kept in a "linked" savings account.	The fact that the bank would not only waive 'non-Key Bank ATM' surcharges but also re-imburse other banks' surcharges seemed an 'above the crowd' attempt at customer service and that they were committed to maintaining a relationship. The inherent hassle of closing an account and switching to a new one factored in to my decision as well.	McDonald's. Value Meal.	The company was attempting to gain incremental margin dollars by offering more product (Super Size) via a 'small' upcharge on their Value Meal.	The product (meal) was clearly more than enough to satisfy my hunger - typically leftover soda and fries made this clear [as a disclaimer, I only eat at McDonald's once a month maximum, although I do admit to enjoying it]. In addition to this, the size of the "Super" soda and fries bordered on obscene and I would feel the guilt of low will-power and clear excess. Also, aware of the sky high margins on McDonald's food products, the fact that the extra \$50-\$75 was going 50%+ directly to their bottom line would make me feel like I was being 'had.'
McDonald's. Terrible, terrible fast food that somehow I am compelled to eat on occasion. They do have the best fries, after all.	McDonalds wants me to (1) decide quickly; (2) order more; (3) order something standardized; (4) choose high-margin items (i.e. drinks). They do it through easy-to-choose "value meals" and the much missed "super size" option, may it rest in peace.	Successful because I'm a sucker for a "complete meal" - not just the burger, but I need the fries AND drink. "Value" meal makes it such a simple thing. Also, I'm greedy, especially when I'm hungry... why have the medium size fries when you can get the JUMBO size?	BMG / Columbia House Music Clubs Back when CDs still mattered, buying music as a "club member." Basically, get 10 or 12 CDs for "free" and then commit to buying a certain number as a member. Usually ended up coming to about \$30 for 10-12 CDs... pretty good for a poor high school kid.	Music clubs tried to get you signed up and buying overpriced CDs regularly through (1) required purchases as a member; (2) automatic monthly shipment of a selected CD if you did not respond in time; (3) "tailored" catalog to suit my music tastes.	The automatic monthly shipment theoretically forces you to buy because you're too lazy to return the CD. I was NOT too lazy, and I would always return CDs at the company's expense. Required purchases was not bad (usually 1-2 CDs only), after which I was free to quit. The fine print says that you are not supposed to quit and rejoin or have multiple memberships at one address, but that didn't seem enforced. So I have hundreds of CDs from quitting and rejoining. It's possible - but doubtful - they broke even or made money off me through shipping & handling charges (which seemed a bit high), but that doesn't seem like a particularly good model.
Air Canada; personal flights over many years, purchased either at discounted fares or by using frequent flyer miles.	In all cases, the airline has implemented various tactics and policies designed to discourage me from making changes to my flight plans. With cash tickets, there are significant fees for changing dates and times for the flight, along with strict non-refund policies or large penalties for cancellation. While "points" tickets have smaller fees to give the impression of flexibility, there are often much fewer flights/seats available to "points" customers, reducing the number of passengers who make changes.	There are several reasons why they are continuously successful. 1. Significance. The dollar value of the penalty or fee is significant enough to influence behavior. 2. Demand. with so few options to fly to Canadian cities, AC has the "monopolistic" luxury of getting away with more than in a more competitive scenario 3. Industry. Customers (myself included) have come to accept these types of restrictions as a normal part of an economy fare ticket, and have modified behavior accordingly. 4. Up-selling. From AC's point of view, this also creates the opportunity to sell the benefit of flexibility as an added feature (or next tier) for customers who value the ability to change at the last minute, and are willing to pay more for it.	Vodafone UK, pre-paid mobile phone service for the summer. Specifically, long distance calls when outside of the home market (UK).	By creating an international calling plan available only to registering "members" it was trying to influence me to make more long distance calls in the UK when outside of my home market and pay "local rates." It used a pricing plan of one initial "connection fee" plus minutely rates based on the local calling plan.	It was unsuccessful for three reasons: 1. Clarity of the offer. By using vague and often unclear terminology, it was unclear whether the rate per minute would be truly local (e.g. UK to UK) or equal to the long distance rate from the local market (e.g. UK to Sweden). This created confusion. 2. Transparency. After trying the service once and watching 50 pounds disappear within days, I was certain that the plan was either not in effect or not a good deal. When I was back in the UK, I tried to get a detailed summary of my cost per call, but was told that it cannot be furnished for a prepaid phone. This lack of transparency made me certain that the deal could not be a good one - otherwise the details of my own calls and money spent would have been made available to me.
Poland Spring -- Water delivery	The company was trying to influence customers' ordering behavior to minimize the cost of delivery for the company. Its mechanisms include a fixed delivery schedule and the unavailability of same-day service.	The attempt was successful because of my heavy water consumption and the lack of storage space in my dorm room. With Poland Spring's delivery policy in mind, I would adjust my water consumption according to the "stock" of water in my room and the delivery date set by Poland Spring.	Citibank -- Credit Card.	The company was trying to sell its 'credit protection' program to its credit card holders, with a 30-day free trial period. Credit card frauds and payment disputes might have cost Citibank dearly each year. Through selling the credit protection program to customers, the bank earns additional income from the insurance policy and lowers the risk of bad credit card debts.	The attempt was unsuccessful because I have not encountered enough credit card frauds to justify the cost of the program.
Starbucks, hot coffee-related drinks.	Upgrading my willingness to pay for an average cup of coffee. Mechanisms for the higher price include premium branding atmosphere, Starbucks experience and affiliation.	I pay on average \$1-2 more per Starbucks drink because of the emotional experience I affiliate with Starbucks as opposed to buying for taste.	Panera Breads, breads/soups	Similar to Starbucks, a premium for standard product by ways of upgraded atmosphere, premium branding and more "knowledgeable" varieties of bread.	In addition to being more expensive, food quality was below par and wait time much longer.

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I would like to give two examples. 1. Skype: They changed the way I make long-distance calls. Before I was introduced to their services I used prepaid cards or the normal phone service. Now I use mostly Skype. 2. Veet: In Romania I used to go to cosmetics saloon for hair removal. After I moved to Greece these services were more expensive and once I discovered Veet I switched to Veet's products.	Skype tried to influence how I make phone calls. They offered me a free samples and I was hooked! Veet tried to change the way I remove the unwanted hair and they had a good advertising campaign.	Both attempts were successful because the products/services satisfied my needs, my budget and they were of good quality. They pure and simple worked!	Amway. I was approached several time by Amway representatives both in Greece and Romania, I was given samples and catalogues. But I did not become their customer.	The company was trying to make me change the way I buy cosmetics, household products, etc: instead of going to the normal shops I could order from home from one of their representatives.	There were many reasons: - I want to see/smell/touch a product before I buy it. I order from Internet only from trustworthy sources and only products I used before. Buying things I just see in a catalogue does not work for me -The household products were actually good (I tried) but it was much easier to go to supermarket around the corner than to order and wait. In addition, the fact that they were very economical was not a strong point for me as I did not need that much anyway. - The cosmetics: I just did not trust them. I do not think I was their target audience. For example, the sales representative told me that one of their cleaning products was good for everything from kitchen and bathroom to washing my hair (!). This really made my mind. Not to become a customer.
a) Reynolds's Wrap (aluminum foil) b) Any U.S. airline (plane tickets)	a) my quantity of use of the product and my re-purchase rate as a result; used television adverts to highlight alternative uses of their product b) my travel: simplifying habits; yield management pricing of tickets and ability to compare prices relatively easily across itineraries	a) the proposed alternative uses genuinely addressed an under-served need of mine(coating baking pans/dishes with the foil to facilitate clean up after baking-I have no dishwasher) b) offer of lower prices in instances when I would experience no or little cost/inconvenience from flying during non-peak times/dates	Candy, magazine and purveyors of various small knick-knacks	Impulse purchases. The companies place their small, low price products at the cash register to try to get me to add them to my shopping cart on a whim at the very last minute, circumventing my usual buying thought processes.	I hadn't sought those products out in the store in the first place so seeing them at the checkout counter makes no difference for me. (I'm a "Seek and Destroy"-type shopper.)
Granite State Student Loan Management. The service was managing my undergrad student loan servicing/payment.	The company was trying to influence my payment behavior. If I switched to auto-payment (linked to my checking account) then I could get a reduced interest rate (0.25% lower) after 2-years of on-time auto-payments. They were using a pricing mechanism.	It was successful because when students are both in debt and lazy, an auto-payment system that provides lower pricing is a win-win. They are more likely to get their funds on-time and the student is getting a better rate. I liked the convenience and ease and lower price.	American Express; charge card	Amex was trying to get me to use my card as a credit card rather than a charge card, by offering me a "flex-pay" option for larger purchases (hotels, airline flights, etc.). They positioned it as a more flexible, consumer-tailored option vs. the pay-off-your-balance-every-month charge card. Trying to cross-sell hotels, flights, insurance etc (ie, trying to get me to buy more). Used website layout and cross promotions.	It failed because I got an Amex card for the charge feature, not a credit card (roll the balance from month-to-month) feature. I have credit cards with lower APR for that. By trying to be both types of card, they failed to convince me why I should use them for credit and not just charge. In other words, I didn't see the benefit for me, only the increased fees and interest paid to Amex.
TD Bank (banking services)	Wanted to limit usage of labor intensive services (in person visits or phone calls). Used pricing to deter me.	Hefty charges on overusage of teller services coupled with a usable alternative (online banking)	Expedia (online travel services)	They tried to convince me that the bank makes no expectations to its standard operating procedures (no way for them to speed up the loan process, hence I should not complain about the service).	Because I don't like being hassled by vendors, even on the internet, and I thought pricing was uncompetitive.
PBBZ - Privredna Banka Zagreb, Loan.	short-term goal: choose their bank over competitors' for this loan service. Long-term goal: transfer all of my transactions into their bank. mechanism - They offered a whole array of different loan options + more favorable financial terms + excellent service (24-7 accessibility, knowledge of product portfolio, etc).	I did not have to do a lot of product research on my own. Instead, they dedicated a lot of personal attention to my problem + were knowledgeable about product portfolio + willing to compromise on deal terms.	Zagreb Bank. Loan.	They tried to convince me that the bank makes no expectations to its standard operating procedures (no way for them to speed up the loan process, hence I should not complain about the service).	They were not responsive to my requests as a client - speed of service, variety of product options. Also, they did not provide me with high enough priority which I believed I deserved considering the amount of money I had with them.
Safeway. Developed a partnership with Alaska Airlines to provide frequent flier miles for all purchases at Safeway grocery stores. Further, if you used your Visa card to make the purchase, you received double miles.	Increase customer base and increase purchases once in the store. Mechanisms: in-store advertisements, flyers in the mail, and checkout clerks asking if you wanted to add your frequent flyer number to your rewards account.	Because I was indifferent between this grocery store and the one across the street as both were equidistant from my house and had comparable prices, selection, quality, and service. Also, it helped that they made it easy for the customer (I just had to link the frequent flyer number to my rewards card number once, and then everything else was done for me).	Bath and Body Works. Purchasing lotion. The company priced each bottle at \$12.50 each but would sell you 2 for \$20 or 4 for \$30.	The company wanted customers to buy more than one bottle and hopefully increase revenue per customer. Mechanisms: large brightly colored signs throughout the store, sales associates coming up to you and telling you about the offer, flyers in the mail, and email advertisements.	I didn't want that much lotion and didn't really want to be spending that much on it. On that particular trip, I was shopping for something specific and nothing additional.
Sony Ericsson. Walkman cell phone.	Ease of use and convenience. Made the phone multi-function, light weight and small. Advertised the phone online as a 3 in 1 option.	It was successful because they created value for me, the customer, by being first to market with a product that met my three needs to have a portable music player, reasonable camera and a up to date cell phone.	Apple-iPod.	Convenience, ease of use and a must have item. Made the player ultra thin for portability coupled with a user friendly software.	I saw a better product on the market that was more than a music player plus for only an additional \$150 I was getting a decent camera and phone all in one instrument maximizing convenience.
Bank of America - switching to use online banking from a traditional atm and branch banking relationship	Essentially they were trying to change my behavior to be more of a self-serve customer through online applications such as bill-pay, customer service, FAQs, and statement information. I switched to online banking because they offered a monetary incentive of about \$25 for switching to online banking, but they also provided a simpler and superior customer service interaction online. I find online transaction easier and therefore call the 800 numbers much less frequently.	Incentives were provided which heavily influenced my decision to make the switch and try the online banking, but at the end of the day the attempt was successful because the new format provided a more valuable experience for me than the phone and branch alternatives.	Arthur Murray dance instruction - my fiance (now wife) and I were taking dance lessons for our wedding	Arthur Murray was trying to influence our continued relationship as a paying customer during our move from Los Angeles to Cambridge just this summer. Rather than emphasizing the service they provide - outstanding dance lessons - they emphasized the sale and down-payment commitment necessary to continue.	By going for the hard sell and trying to hit a home run with a huge financial commitment through a down payment, Arthur Murray lost a potential long-term satisfied customer. They basically stopped listening to what we were saying and lost any sense of customer focus, while making us feel like walking dollar bills rather than moderately lousy but rapidly improving dancers.
Verizon Wireless, Cell phone calls	When to make my phone calls. They gave me unlimited calling minutes after 9pm and on weekends.	Since I want to save my daytime minutes that Verizon gives me to make phone calls between 7-9pm for important-type calls, I'm willing to save my longer, catch up with friends & family phone calls for after 9pm or on the weekend. By giving me something I found valuable (free air minutes) I was willing to alter my behavior.	CVS, purchasing merchandise	Getting me to come back to the store at a later date by giving me "cash back." They gave me a "gift certificate" when I used my Extra Care card to save \$5 on my next purchase of \$20	Since I normally make purchases under \$15, I didn't think it would be worth my time to go back at the designated time to save the \$5 and buy things I didn't really need. Overall, I didn't find their offer valuable enough to alter my behavior.
Bed Head. Anti-frizz cream	The desire to have your hair looking great. There was women in the salon who tried the cream on my hair.	The product actually worked. Also because I was already in the salon I was already in a frame of mind where I was thinking about the look of my hair and was therefore more likely to buy a product like this.	nine west. leather protector liquid	buying because you don't want to damage an already expensive shoe the sales woman asked me if I wanted the product	no demonstration with old shoes so no guarantee that it would work also the women was not forceful enough
Comcast and their digital cable service.	The company was trying to upsell me on my digital cable package to add a premium movie channel package. They used a mechanism of a promotional discounted price for a 6 month time frame.	The discounted price was low enough (\$5 per month out of a \$70 bill) to induce me to trial the additional channels.	Cingular Wireless cell phone service.	Cingular was trying to get me to renew service after my 1-year contract term was over. It tried to use a customer retention discount to help offset the cost of a new phone to stay as a customer.	Cingular did not offer enough discounts or rebates for the new phone that I wanted. Since my contract term was over I was free to switch to a new provider and be treated as a new customer with all of the perks and discounts.
American Airlines - air travel	Increase use of AA by building loyalty and offering incentives. Loyalty program offers a "Platinum Challenge" which rewards a user who flies 15K miles in 3 months with Platinum status.	This challenge encourages me to fly AA more so AA wins and in return for Platinum status I get the benefits of a Platinum member sooner (more miles, preboarding, upgrades, etc.). AA wins in the long run too because they are building more loyalty because once I get status, I'm even MORE likely to continue using AA instead of other airlines.	United Airlines. Ameniti Membership/Service. Basically UA allows you to buy elite status plus various other benefits.	Increase my usage of UA and build loyalty. Also seeking to increase revenue by charging a fee. Mechanism: Pay for the loyalty program with added benefits.	If a person is a frequent traveler, they can earn the elite status without paying. If a person is an infrequent traveler, they really won't benefit from paying for the product/service.
JetBlue / airline service	Trying to increase repeated use by customer. Had a clear value proposition as a "hip" airline, and designed every part of the experience in line with it: the cabin attendants, in-flight entertainment, food sold at terminal, etc.	Turned flying, which is more or less a commodity, into an experience.	DIY Insurance / life insurance	Tried to change customer behavior in buying life insurance from agent based sales to online sales. Provided online sales site, and advertised over related internet sites.	Though most people would imagine that by buying online, they would be able to get discount prices, the pricing for DIY was not much cheaper than agent-based insurance companies
#NAME?	#NAME?	#NAME?	#NAME?	#NAME?	-because the message didn't appeal to me either emotionally or rationally. I didn't see why the product was necessary and didn't see value in being able to have my pictures with my music player.

Consider a company's successful attempt to influence your behavior as a customer as you answer Questions 1-3.			Consider a company's unsuccessful attempt to influence your behavior as a customer as you answer Questions 4-6.		
What was the name of the company? What product or service were you using?	Which behavior was the company trying to influence? What mechanism(s) did it use?	In your opinion, why was the attempt successful?	What was the name of the company? What product or service were you using?	Which behavior was the company trying to influence? What mechanism(s) did it use?	In your opinion, why was the attempt unsuccessful?
EMS (Eastern Mountain Sports). Shopping for hiking boots.	Behavior: Purchase decision process. Mechanisms: information offering, personal experience/personal connection (sales people), displays of items for purchase.	First - friendliness of sales person. Second - extensive knowledge of the product along with personal experience with the product/similar products. Third - Relating to the customer and asking questions to learn what I wanted/how he could most help me. Fourth - Not putting pressure to buy, make a decision quickly, but focuses in points 1-3.	Many Glacier Lodge Restaurant. Restaurant services for dinner.	Behavior: Choice and amount of food/drink ordered, amount of tip, desire to come back/recommend place to others. Ambiance (piano playing, view), waiter/waitress service, quality of food.	First - although nice, our waitress was disorganized and rushed, which gave a feeling of incompetence. Second - the room was large with high ceilings and no much intimacy at the table, although the view was great and the piano playing nice, it sort of felt like a big dining hall.
Rogers Cable - digital cable package	Company was trying to influence interest in high definition channels and PVR (personal video recorder - like TiVo). The offerer 6 months free of high definition channels and PVR when I purchased an HDTV - they got you hooked on the service when it was free and then made you pay for it.	It has been successful because both HD tv and PVR are addictive! They know they have a great product and that if you just try it you won't be able to live without it and will then pay \$40 to get what you had been getting for free. Rogers is also great at offering telecom bundles (they do cable TV, internet, cell phones and home phones and offer discounts for the more products/service of theirs that you use).	H&M - clothes store.	Company was trying to encourage shoppers to return to the store so offered promotion where you collected a stamp every time you had a purchase occasion of >\$20 and when you collected 5 stamps you received 50% off your next purchase. This is a version of a loyalty program, where repeat usage gets you discounts or free stuff.	Was unsuccessful because I was offered the promotion when I was purchasing \$120 of stuff, and I asked the cashier to ring in each group of \$20 separately so that I could get the 5 stamps in 1 visit. I then invited my husband and 4 friends to come shopping with me when I used the 50% off (there was no cap of the amount spent) and we saved hundreds of dollars. It did not encourage any additional shopping at full price (although did potentially win additional business from my friends but probably at a cost to H&M given 50% discount).
American Express. Starwood Platinum American Express Card.	American Express wanted me to 1) spend a greater share of my credit card spending on my AMEX card and 2) to continually renew my annual membership fee. The mechanisms it employed to achieve these goals were 1) offering the first year of card membership free, 2) creating the 1:1 dollar to hotel point credit card such that I was rewarded in "points" for spending AMEX dollars 3) providing extra incentives (e.g., gifts at hotel, extra points for free hotel stays) for all dollars spent at a Starwood hotels	This program was very successful for me - I have renewed my membership for the past 3 years. In my opinion, the key success factors are: 1) linking the card to the existing Starwood Preferred Guests loyalty program with an already loyal customer base, and 2) great execution - The Starwood and AMEX websites work together seamlessly in transferring points, and reporting point totals and rewards to customers. Further, Starwood continually upgraded the variety and quality of its hotel offerings, increasing the perceived value of the "hotel points" AMEX customers were able to accrue.	JetBlue. Online bag check-in.	JetBlue wanted me to check my bags in online (i.e. receive a bag claim number and answer security questions about my bags) instead of starting and finishing the process with a live representative at the airport. The mechanisms it used were 1) separating airport check-in lines into "full check-in" and "bag drop only" check in, and 2) highlighting the option in ads and its website, claiming it would simplify the check-in process for customers and reduce check in times.	Jetblue failed because it was unable to execute its plan and exacerbated this failure by raising customer expectations with a promise the company could not deliver. More specifically, the two check-in line plan actually increased wait time since so many customers tried to adopt the option and inflated the "bag drop only" queue to many times the length of the "full check-in" queue. JetBlue struggled to rebalance either its staff or the customers in line to better match customers with available representatives to minimize wait time.
The company is Proctor & Gamble and the product is Pantene shampoo.	The company was trying to encourage me to purchase shampoo in larger volumes and consume larger amounts of the product. It used price promotions on its larger-sized bottle to accomplish this.	The attempt was successful because I could observe the economic benefit of the price discount on the larger sized bottle, however, it is more difficult to observe the extra amount of the product I use during each shampoo. However, upon reflection I realized that I use a greater amount of the product per shampoo when I use a larger bottle and make more of an effort to use less per shampoo when using a smaller bottle.	The company is Bank of America and the product is a checking account.	The company was trying to persuade me to use an ATM machine for all deposits instead of a bank teller, given the lower transaction costs per ATM transaction. The company used a customer service representative who approached customers waiting on line and encouraged them to use the ATM machines for deposits. I also suspect that the company employs less tellers than it previously did to use longer lines as an additional incentive to use ATM machines.	Although I use ATM machines for small deposits, I prefer to conduct transactions with large deposits with a teller because I feel greater comfort that an error will not occur with the transaction.
T-Mobile; wireless communication services	The company is trying to balance/level the utilization on its network by providing a bundled peak/off-peak monthly package, with the off-peak minutes free, while the peak minutes charged. In essence, it is a price differentiation mechanism that serves to both isolate out business users as well as to "persuade" non-business users (such as myself) to shift their calling patterns to non-peak hours	Pricing is a powerful mechanism. I shifted much of my talk patterns to off-peak hours (although not all of it). Where I am indifferent between hours (such as call for various customer service centers for items I bought) - I am ok with calling after 9pm / off-peak	EUNet was a dial-up internet provider I was using in Romania in the late 90's	Similar mechanism for load balancing as well as differentiation against business usage. The company was charging double rates during the day as opposed to night time.	Because I was an internet junkie, I was always on, regardless of time of day. I guess the attempt was unsuccessful largely because my demand for the service was higher than the number of hours in a day, coupled with my relative price insensitivity for the service. I think at that time I was willing to pay double the daytime amount for the service and so I was seeing the night rate as a convenient "benefit" (when it happened that I was online at night) but was not sensitive enough to the monetary incentive to shift my sleep hours/behavior patterns
Harvard Real Estate Company. Product/service was the use of my apartment.	HRES apparently is sick of me perpetually paying my rent late. I usually pay every 2-3 months, instead of monthly, as I am billed. To change my behavior, they sent me a warning of \$100 penalty that I'll be forced to pay if I don't start paying on time	the threat of substantial financial penalties was more than sufficient for me to stop being lazy and to pay the bill on time.	Vanguard. I have an account with them, and I receive paper statements every month showing activity for that account.	They have been trying to get me to switch to electronic statements for a long time, which would save them on paper and postage costs, they have offered a \$5 or \$10 reward for switching to electronic based statements	I declined because the offer of a very small amount of money wasn't enough to overcome my desire to have paper records (even though I rarely use them given the ease of accessing the information electronically)
Ikea. Buying, carrying and assembling furniture.	Making me carry and assemble my furniture. They achieve it by making their warehouse part of the store and having customers pick up their packed furniture, and by charging separately for delivery and assembly.	Because the separate charges for delivery and assembly make the furniture cheaper, and because the furniture itself is easy to access in the store and easy to assemble.	Espresso (a newspaper). Reading an online newspaper.	The online newspaper was free and started charging for access.	Because I had so many free alternatives, I just stopped reading that newspaper altogether.
Ikea. Home furnishings.	Successfully changed the way I buy furniture primarily through pricing.	Ikea offers lower prices than competitors who offer comparable quality furniture, so I am willing to go out of my way to a store, walk through the winding maze of showrooms, carry the boxes home, and assemble the furniture myself.	Sony. Minidisc player (or more recently the Albo robotic dog).	Tried to create a successor to the walkman (leapfrogging portable cd players) employing superior technology I believe as the primary selling point.	Insufficient dissatisfaction with the existing alternative and too high of a price. Was eventually made obsolete by solid-state memory & hard-drive based alternatives.
BMW, service department (oil change)	BMW was trying to influence having your oil changes and routine maintenance done at the dealership. To do this it provided free maintenance up to 30,000 miles, sent reminders, provided a loaner car, had food and beverages in waiting room, personalized service, followed up afterwards, and was always fast and efficient.	The attempt was successful for me because it was so easy and efficient. I could stop on my way to work and be in and out with my loaner car in 15 minutes and grab coffee and a muffin.	Columbia House, mail-order CD purchasing.	The company was trying to increase the number of CDs I purchased. To do this it would send a card with the CD of the month, if you did not reply to the card it would automatically send you and bill you for the CD.	The attempt was unsuccessful because you could just put return to sender and return the CD with no cost to me. If I forgot to send in the card, I was not punished for it and the company had to pay for shipping the CD.
The name of the company was Verizon Wireless. The product and service was my cell phone and a mobile plan.	The company was attempting to get me to switch carriers. The mechanisms it used included the company's large network, the free mobile-to-mobile minutes, and the perception that it has the best coverage in the Boston area.	The attempt was successful because Verizon developed a buzz that the company had the best coverage in this area. Even though Verizon did not have the best phone selection and was most expensive, I still chose to go with the carrier with the best coverage.	The name of the company was Apple and the product offering was a laptop.	Apple tried to influence me to buy a new Apple laptop. The company's main push was that Apple laptops were "cool" to own and also protected from viruses.	The attempt was unsuccessful because I never used an Apple computer in my previous professional experiences and I did not want a laptop that would be different or incompatible with something I would probably use in my future jobs.
Borders. I was buying books.	They were trying to get me to buy more books. They a) had books on a 3-for-2 offer, and so I bought 3 books when I only needed one; and b) got me to sign up for their rewards program by giving me an instant reward and promising no junk mail or phone calls. I also returned to the store to buy another book later that month, because they sent me a "thank you for signing up" 20% off coupon that was only good for a week.	They didn't force it on me, they made it extremely fast to sign up for, and they didn't require a phone number or require me to receive junk email.	Macy's - department store.	They were trying to get me in the door by offering me a "one day only" sale. This sale was not good on all items, so they hoped that in the hunt for a 20% off Cuisinart I would buy some fashion jewelry for absurdly high markups.	It's a well-established fact that Macy's is constantly having a "one day only" sale. Things are never NOT on sale at Macy's, so why bother going today?
Name: Blockbuster Service: Video Rental	Returning movies on time. Blockbuster used a late fee system to encourage return of movies on time	Because I did not want to pay late fees	Musicmatch is similar to iTunes and it came preloaded on my dell desktop. I initially used it to store my music library and started to use it to buy music	The company was attempting to get me to use their product more through pop up advertising and preventing me from using certain "premium" services such as printing song lists for CDs	Musicmatch was much too pushy with their product asking me every time I opened the program if I wanted to upgrade. Also, their product did not work all that well, so I was not inclined to purchase it

Consider a company's successful attempt to influence your behavior as a customer as you answer Questions 1-3.			Consider a company's unsuccessful attempt to influence your behavior as a customer as you answer Questions 4-6.		
What was the name of the company? What product or service were you using?	Which behavior was the company trying to influence? What mechanism(s) did it use?	In your opinion, why was the attempt successful?	What was the name of the company? What product or service were you using?	Which behavior was the company trying to influence? What mechanism(s) did it use?	In your opinion, why was the attempt unsuccessful?
American Express Blue Card	Amex is trying to get me to put all of my spending on my Amex Blue Card. Amex provides different cash back percentages depending on how much I spend in a given year. This encourages me to first make sure that my spending qualifies me for the highest return, and then to maximize my return (1.5% cash back) by using credit whenever possible, rather than debit or cash.	Very successful. I have stopped using other cards and use credit all of the time, even for everyday smaller purchases.	Delta Airlines	Frequent Flyer Miles, which aim to convince me to use Delta for all of my flights.	I have frequent flyer accounts for all of the airlines I fly and do not feel compelled to be loyal. I am driven by convenience and price more than any other factors (and the ability to use frequent flyer miles is not compelling enough, in terms of the price argument) for me.
Zip Car - Car rental	Behavior: Returning the car on time for the next customer. Intended Mechanisms: Threat of late fees, phone calls once you are late, threat to revoke driving privileges after multiple offences. Unintended: Social awkwardness of having to meet the person waiting for the car when you are late!	It was. I was late and knew it, but there was not much I could do about it. The worst part was meeting my section-mate waiting for the car. After that experience, I took extra steps to avoid being late, such as adding extra time to initial reservations to avoid being late.	Zip Car - Car rental (same as above)	(Same as above) Behavior: Returning the car on time for the next customer. Intended Mechanisms: Threat of late fees, phone calls once you are late, threat to revoke driving privileges after multiple offences. Unintended: Social awkwardness of having to meet the person waiting for the car when you are late!	No. About 6 months later, I was late again, and after the second late fee, I decided I would be better off boxing errands that required a car together and doing a one-day rental from Enterprise or Budget. Zip Car lost me as a customer. However, they no longer have to deal with me returning cars late!
The company name was Fantagraphics Comics. The product I had purchased was a hardcover collection of Krazy Kat (a newspaper comic strip) reprints from 1925-1934.	The company was trying to influence my buying behavior and ensure customer retention. It used the mechanism of offering to send me a brand new copy of the book that had arrived in damaged condition. It also did not want me to send them the old book back.	The attempt was successful since the company went beyond the contract terms and conditions to satisfy a customer. I purchased the book 3 months ago and it was delivered to the student mail center while I was in Philadelphia. I opened it for the first time 3 months after delivery despite which the company offered me a new replacement copy.	The name of the company was JetBlue Airways. The service I was using was Air Travel.	The company was trying to influence customer satisfaction. It offered a \$25 compensation towards future flights to make up for a 4 hour delay.	The attempt was unsuccessful since there were riders attached to the compensation - it was not redeemable online! I found it an insincere attempt at compensation and would have preferred a simple apology. I came away with the feeling that the compensation was designed to never be used.
Frank. Restaurant in New York City for dinner.	They were encouraging me to trade up to the more expensive items on the menu. Used the limited time only "specials" story saying the ingredients were fresher, and that it wouldn't last long.	Clear description of why the suggested dish was "better" than all the rest. Waiter provided his own personal testimonial on the dish. It felt more like a reference than a sell.	Nars. High-end makeup brand.	Nars was encouraging me to buy more product than what I was planning on. Tried to convince me that I "needed" the product and that they knew what was best for me because they were "experts."	The sale felt too pushy and almost condescending.
Company: Starbucks. Product: drinking coffees and frappuccinos	Behaviors being influenced: likelihood of drinking coffee, frequency of purchase, willingness to spend \$3+ on a coffee. Mechanisms: Convenience, atmosphere created in the cafes.	The product is of a consistently good quality, and the cafes are generally conveniently located (which attracts both repeat purchases and impulse buys).	Company: Fidelity Investments. Product: Brokerage account	Behavior: Using investment professionals to manage my portfolio. Mechanisms: They sent a letter advertising the service.	The attempt was unsuccessful because they did not offer a compelling value proposition for me to use their service - the service seemed expensive and I didn't think it was worth it.
36-6 (Russian pharmacy store)	Tried to copy the Western pharmacy store model (ie a one-stop convenience shop for all needs, not just a place where sick people go - traditional Russian pharmacies only sold medicine and looked and felt grim and depressing places to visit)	Good service from smiling, young staff (as opposed to traditional, grim pharmacist sitting behind a lab-glass window). Also, name "36-6" stands for a good, healthy temperature (Celsius) makes customers feel that they are in a health store rather than pharmacy	Expedia - online flights bookings	Tried to convince me, through use of search engines and good advertising, that it was better to purchase tickets through intermediaries than directly from airlines as they had access to many airlines and basically "did the search for you".	In case anything goes wrong (ie paper ticket is lost) their after-sales service is extremely poor and ends up costing you much more stress and money than purchasing tickets directly from airline.
Whole Foods. Organic Milk.	Buying organic products over non-organic. It uses pamphlets, etc to educate consumers about the positive aspects of organic products over non-organic.	People understood what the company was explaining in a very clear way, and the literature is everywhere. Plus their stores have an aura/aesthetic about them that make you feel good about buying organic.	Mead. Recycled paper.	Company was perhaps trying to have people use recycled products and be willing to pay for them. I didn't really have a clear mechanism other than to sell notebooks that said the paper was recycled, with an earthy aesthetic on the cover.	Lacked the education/communication that Whole Foods used. People don't feel compelled to pay more for recycled paper.
Bloomingdale's (retail shopping)	Influencing increased product purchases from their department store vs. other dept. stores or other retailers by offering significant discounts on the first purchase and recurring discount coupons sent with new product mailers throughout the year.	I was happy to get discounts on otherwise full retail-priced items and to continue to get discounts and information on new items that arrive throughout the year. They provided discounts on products I was going to buy anyway and information that I would not have otherwise had.	Visa - United Platinum Card.	Trying to charge \$140 annual fee in order to use the Platinum card for which I would earn 2 miles for every dollar spent and a free companion ticket on United.	Did not feel comfortable with the reliability of the product being provided for that price. Miles are not as secure and useful as they once were, especially with so many airline companies going bankrupt and applying black-out dates and other restrictions on using miles. Plus, I already have enough miles to purchase free tickets for me and a companion using the basic United Visa card.
Neiman Marcus - Laura Mercier	Trying to influence many different behaviors because cosmetics are an emotional, aspirational, and creative/artistic buy. The Laura Mercier rep knew exactly how to play up to those emotions but spending a lot of time showing how each product is properly used, what colors go well with your skin/coloration, and what will enhance the health of your own skin.	Her knowledge and passion for the product- you can tell she believed in it. Plus, she used it herself and could see firsthand it was great.	Time Warner Cable - trying to upsell digital phone	Trying to influence buying behavior. Used price as the sole basis for why the customer should switch to the digital phone. There's a quote somewhere on being weary of the cheapest provider.... this is such a case.	Trying to upsell an untested and flawed product. The sales reps on the phone were clearly out for a commission and neglecting to consider the experience of the customer. This initiative came from the top of the company, so all along the way, incentives were not properly aligned.
Southwest Airlines, Rapid Reward Frequent Flier Program on sale.	Customer loyalty on what is otherwise a completely price-sensitive route and complete usage of the website over the phone service. The website is quite helpful, while the phone service seems almost intentionally slow. That one's simple. The Rapid Reward system is more relevant, in that they give a single credit for each leg and then reward free tickets at 12 credits, as opposed to the earned mileage system. Because I fly frequently from San Francisco to Los Angeles, I appreciate the consideration this suggests for their short route passengers and book with them consistently, even when other airlines are on sale.	9 times out of 10, this system makes more sense for me as a customer trying to earn free tickets. However, as I mentioned above, I fall for it even when it's less economical because it suggests they understand people in my situation.	Airtran Airlines - use of credit voucher.	They gave me a credit on the airline due to a canceled flight. However, I then learned that I couldn't use the credit if I booked online and would have to call to redeem it. Calling in limited me only to flights that were double the price of the flights booked online. It was then actually less expensive for me to throw the credit away and book online than redeem a \$100 airline credit. I'm sure this smoothes their accounting expectations and means they can give away credits left and right to satisfy inconvenienced customers.	The frustration and ridiculousness of the scheme made me annoyed enough that I know refuse to fly with them.
Honda Motor Corporation (Automobiles)	Trying to encourage you to service your new vehicle frequently. The normal warranty was for 4 years. They were selling an additional warranty that covers the vehicle in years 4-7. If you do not use the warranty in years 4-7, they refund you the original warranty price at that time.	So far, it seems to be a pretty good plan. The hope is that you don't have to use the warranty in years 4-7 and can get the refund. However, for large breakdowns, you have the option. Either way, they get more money out of you at POS.	Best Buy	Warranty again, this time on consumer products (ie, mp3 player)	This warranty would replace your mp3 player if broken for virtually any reason during the first 2 years of the products life. Encourages you to use the player for 2 years (normal operational life for mp3 players), then replace with a new and most likely upgraded model. I would not recommend this as a successful model.
Jetblue, Air travel.	Flight purchases. Advertising that highlighted low prices and quality customer service (unlimited snacks, leather seats, and personal televisions).	The company convinced me I was getting a lot of value for my money, especially when compared to other carriers.	Car's Jr. Fast Food.	Purchases of their hamburgers and sandwiches. Advertising that featured multiple patty meat cheeseburgers with people eating them and getting burger stuff all over themselves.	The commercials were just plain disgusting. All the characters chewing sounds could be heard and messy burger was all over the place. No appeal at all!
Discover credit card	increase my use of that particular credit card vs. the other ones that I have by offering cashback bonuses for certain types of use	Because it benefited me and did not require any extra work on my part (I already owned the card and had no preference for the other cards)	CVS drugs and beauty products	They were trying to increase my purchases by offering discounts on certain products as my spending increases	because the discounts did not apply to products that I usually buy. Additionally, the coupons must be bought in the store and nothing that I buy I buy there warrants the extra effort or is so expensive that I would switch products based on price.

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Wells Fargo - I had a checking and savings account, that offered online banking	Wells Fargo converted me to online banking. First, they involved me in a focus group that allowed me to have a sense of ownership over the process. They offered me features such as online bill pay to incent me to use the system.	Because I found the online interface to be extremely intuitive. It was an improvement on the usual service in that I could see all my account activity whenever I wanted instead of waiting for monthly statements. This made it worth it to use this as opposed to traditional banking. The focus group also increased my positivity around the process.	Vonage - internet-based phone line	The company was trying to create a consumer base that all relied upon IP based phone service. They also tried to make all their customer service virtual through email.	I found the service did not function properly because it was at the whim of the internet connection. However, the bigger issue is that I felt like I was sending my emails down a black hole. I did not get confirmation emails when I submitted a complaint and I did not receive responses on many of my emails. As a result, I felt powerless as a customer and discontinued the service.
Southwest Airlines -- Commercial air travel	Drive higher sales (average revenue per passenger); mechanism used to maximize revenue and profit per passenger through charging higher prices to last-minute travelers higher prices	Successful because maximizes value from both price-sensitive and price-insensitive customer segments; serves to drive high initial volume for price-sensitive customers who benefit from low initial prices and charges higher prices to price insensitive customers	Visa -- Credit card partnership with Southwest airlines	Want customers to sign up for and use Southwest Visa. Offered 10,000 miles for signing up and making first purchase.	No limit on how long or frequently would have to use the card to receive promotional miles. Many took advantage of the offer by signing up for the card, making a small purchase, and then closing the account.
Starbucks' Coffee	Starbucks was trying to influence my behavior as a frequent buyer of its product. Mechanisms used include widespread penetration of the market (i.e., a store on every other block of the city), samples distributed outside its stores, friendly and quick service, and consistently high quality.	Starbucks was successful because it converted my attitude towards its product. Initially, I would not have considered paying \$3+ for a cup of coffee. Additionally Starbucks coffee seemed too strong for my American palate. However, because I enjoyed the experience of purchasing the coffee from the Starbucks store, I accepted paying this premium, and my taste/palate for coffee actually shifted to preferring Starbucks'. Lastly, I knew that no matter what Starbucks I was in around the world, I would get the same coffee and the same level of quality.	JetBlue Airlines	JetBlue was trying to convert me to become a dedicated consumer of its airlines through its low prices and high quality service.	I think that JetBlue was initially successful. Customers not only took advantage of the reduced fares but the company seemed to have the feeling of being an "alternative", more new age company (funny stewards brochures for doing yoga on the plane, etc.). However, I have discovered that service has declined and its differentiated, low-fare model has been copied by some of the larger airlines. I no longer feel incentivized to fly with JetBlue because they cannot offer me a service that other airlines do not.
Bank of America, retail banking (checking account)	switching to online banking services (online bill payments, online statements etc.), advertisement and email messages	they clearly conveyed the benefit to me and the environment	Verizon, cell phone	using my cell phone for more services (than just a phone (camera, music listening etc.), advertisements	I didn't see the need in these services in my phone when I get better quality from my camera, iPod etc.
Citibank gave extra "bonus dollars" in cash back if I used its credit card at grocery stores. Lo and behold, I started using the credit card more than any other when I shopped at grocery stores.	Citibank used using financial incentives to influence my buying behavior.	Because I 1) noticed the policy, and 2) wanted the extra money.	Delta tried to get me to buy car rental services when I bought a plane ticket from them.	They were using "bundling" to try to convince me to adjust my buying behavior.	I knew I could get a better deal elsewhere.
Palm Treo Cell phone	Use of cell phone and Palm pilot. It used a product that merges both of these products.	It simplifies my life, I no longer need to use two products because their product consolidates both of these functions.	Zipcar, car rental	How I transport myself. It used on campus advertising.	I thought that that the process was complicated and that they asked for extra paperwork for foreigners.
Starwood Hotels. I was staying at their hotels, initially when traveling for work, and joined their membership program.	It was trying to influence my choice of the hotel whenever I was visiting a city. It used the membership reward program to influence my decision process. Such program included various benefits connected to the number of stays at the hotels that were part of the group.	It was definitely successful. By giving me quick access to an increasing number of benefits, Starwood influenced my choice of hotel whenever I was traveling, both for business and work. Whenever possible, I always stay in one of their hotels. I also switched from one hotel I used to visit quite often for work to a new one, as soon as the old ceased to be part of the Starwood Hotels Group.	Algida Ice Cream. I used to be a big fan of their ice-creams.	It was trying to influence my purchasing behavior when selecting an ice-cream, by discontinuing some old flavors and introducing more sophisticated (and expensive) flavors.	It was unsuccessful. I never got used to the new flavors as I found them too rich compared to the delicious simple old ones. It became more difficult to find the old types and I ended up switching to other brands, whenever buying an ice-cream.
Air Canada - air transportation.	The behavior the company was targeting was to limit the "comparison shopping" when looking for air transportation. (to become the default airline that I would use) The airline loyalty program provided 'reward' tickets based distance traveled with the airline	The reward of free travel accumulated through using the company airline provided enough value to use the airline even when sometimes offering a less convenient flight. The reward is tangible, something that I use, and associate positive feelings with (ie going on a holiday)	The soup nuts, the had a variety of different soups offered during lunch rushes	The store was attempting to increase the number of times I would frequent the store by using a reward loyalty program (ie after 10 free soups I'd get a free soup. I never took a 'loyalty card' as I didn't think I would frequent that often	There were a lot of other lunch choices available and I didn't like to eat a spot more than once / week. I also didn't care about spending \$5 on a soup or a different lunch so the reward wasn't enticing.
Bloomingdale's was very successful in influencing my behavior. I began to annually shop their private sale and return later to buy regularly priced items.	Bloomingdale's was trying to increase consumer spending. They invited me to their "Private Sale," by giving me coupons for \$25 off every \$100 I spent. I bought more regularly priced items than I usually would. They also offered \$10 gift cards for every \$100 I spent, which encouraged me to come back for another visit later.	Their attempt was successful, because I am a more loyal Bloomingdale's shopper. I wait for the Private Sale, but I will also go back afterwards. The Private Sale during the Christmas season is where I do all my holiday shopping.	United Airlines sends me a lot of credit card applications. The service that I use is their mileage loyalty program.	I think the goal is to get me to sign up for a credit card to accrue more United Airlines miles with my mileage account. However, their mechanism has not been very effective, since I consistently throw away all the credit card applications.	I am already tied into other credit card award programs, and I think that airline loyalty is already very difficult to redeem. So, continued attempts to send me credit card applications are not effective.
United Airlines. The product is their credit card that allows customers to earn additional miles	company was trying to influence both my buying and traveling behaviors. Having the credit card means that I will probably travel more on United than on other airlines to earn miles and also that I will use their credit card more often for the same reasons	successful because buying things with a credit card is something I do anyway and I will be traveling a lot this year so free miles are attractive to me. successful because the company makes it relatively easy for me to earn the benefits I want without sacrificing much	Sprint. product was a cell phone	sprint was trying to get me to buy a new cell phone by offering great "deals" on new phones and advertising heavily about the great features on the new phones	I felt it was a hassle to switch to a new cell phone (choose one among the many, exchange the old phone for a new one, pay more money etc) and I was already very happy with my current phone.
American Apparel Sells t-shirts and other casual clothing, accessories etc. I've bought a number of t-shirts and workout clothes, my boyfriend has about a million of their hoodies.	Behavior: - Trying to influence purchasing behavior for t-shirts and other wardrobe staples - Trying to influence customer thinking about products made locally, under fair labor conditions - People buy it like disposable fashion, even though it's not particularly cheap Mechanisms - Offers a complete lifestyle/image package, with tie-ins to magazines, art, events, staff & marketing that fits a specific "hipster" profile - Makes shopping accessible & social, is open extended hours in cool neighborhoods (so you can drop in between a restaurant and a bar or club) - "Productized" range, can purchase multiple colors in each style	- Buy for the emotional, affective package - To have the same "look" as the hipsters	FOXTEL, the cable & satellite TV company I used to work for.	They were trying to migrate customers from the analogue service to the digital network, which came with different channel bundles and pricing structure. Used: - direct marketing of the product benefits of digital, including more channels, onscreen programs, menus, possibility of upgrading to a DVR - also repackaged the channel offering, so customers would get more channels in each package, but frequently not in the combination they already had, unless they paid more. - had a deadline date at which they were switching off analogue transmission, effectively forcing customers onto digital, since they penalized you for ending your contract early.	For the many customers who didn't value the technological benefits of digital, and who wanted to keep their existing range of channels, the migration offer was not compelling. Effectively forcing customers to pay more for the same service, by a given date, raised customer resistance.
Patagonia. Outdoor apparel.	Loyalty. Participation in the Patagonia Program, offering deeply discounted apparel to current and former outdoor professionals.	The discount is substantial enough and the program is generously extended for members no longer working outdoors. Additionally, Patagonia is working from a solid foundation of high quality products and customer service, and further connects with its customers through its corporate mission.	AMC Theaters. Concessions.	The classic pricing scheme to try to get customers to purchase larger sizes.	Because I apparently prefer to drink far less soda than the average customer and was not swayed by the pricing scheme.
DSW. Purchased shoes there.	Trying to get me to be a loyal consumer. Its rewards card offers a gift certificate once a consumer spends a certain amount and it costs nothing to sign up. I'd never seen this in a shoe store before.	The attempt was successful because you often wind up spending more with the perception that you will be getting some of the \$ back.	Pump. Purchased energy shakes daily.	Company tried to encourage customers to purchase other products. Used flyers giving away free products for the following week. I got one each time I made a purchase.	The flyer had restricted times and dates that it could be used. So, you had to save it for next week somewhere you wouldn't lose it and remember to bring it in. Plus, if you already really liked a product, chances are you weren't going to go with another one.
Company: Netflix Service: 2-at-a-time rental plan Other such companies: - Starbucks - describe the drink exactly to help the Barista at the counter Wholefoods - increase average pickup - browse store more because of the layout	The company was trying to get me to rate its movies using the rating toolbar. This would ostensibly make their movie purchases more accurate. The rating toolbar was prominently displayed below all the movies, rented or not. Also, the homepage sidebar had prompts that asked the user to rate movies to get better recommendations.	I did not feel like my behavior was being modified; I could avoid rating movies easily if I felt like • The user interface was well designed and easy to use, similar to the iTunes rating system of 5 stars. • Did not interfere with website navigation (no unwanted redirections or popups) • Results were there to be seen - the quality of recommendations improved as I rated more movies (though its still does not pick up my love for Jackie Chan actions flicks)	Company: Bank of America Service: Checking Account	Use the phone banking service for questions and clarifications not found on the website, instead of visiting the branch. The mechanisms were the advertisements on the website and marketing outreach through e-mail and mail-ins.	- The waiting time on the phone was too high - The service seemed to assume that I needed a lot of handholding - "real" branch was close to my residence - No easy interface between, say, the website and phone banking (like a one-click VoIP service

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Best Buy. I purchased a portable Air Conditioning unit.	The company was trying to ensure that I would not return the device to the store for a refund or exchange. They did this by requiring that the unit be returned in its complete packaging at the store.	This attempt was effective because I needed to remove the packaging to transport the unit home and thus could not put it back together to return it to the store (when the device did not work).	Verizon cell phone service.	The company tried to limit my calls during peak hours by letting me use only a certain number of minutes during the day and charging higher rates for any minutes over that amount ("overage charges").	The attempt was unsuccessful because I could change my plan after the fact. That is, when I realized I had used too many daytime minutes, I could call customer service to increase the number of minutes and avoid paying "overage charges".
US Airways - flights	Tries to get customers to purchase tickets in advance by increasing fares dramatically if purchased within two weeks of travel.	Rather than gradually increasing the fare as the travel date approaches, which would have allowed me to delay the purchase (keeping flexibility) a few more days with minimal financial impact, the drastic increase in price forces me to make a decision earlier than two weeks before the	Ford cars.	Tries to sell extra models at the end of the year by offering deals such as zero percent financing.	Car companies seem to have over-used incentives to get customers to purchase at certain times. Since I could buy a car at a discount at nearly any time, my needs, not the advertising of specials is what drives my purchasing decision.
Yahoo! I was using Yahoo! finance on a daily basis to collect recent articles on my former company, track company performance, etc.	I believe that Yahoo! wanted to capitalize on my use of its Finance section to sell me on other products/services. The most powerful mechanism Yahoo! employed was the design of their pages, which included links to other services.	YES! I love Yahoo and currently use it for a large portion of my internet needs, including email, search engine, music player, live sport updates, national news across a variety of topics, fantasy sports, games, etc. I'm even willing to pay for some of these services.	Best Buy tried to sell me an extended warranty for a computer.	They tried to sell me on the importance of "protecting" my computer and the many benefits, such as peace of mind, lower costs in the event of a problem, etc, by using scare tactics.	My background knowledge about warranties and my lack of trust in the sales person.
Heathrow Duty Free. Kit Kat (Nestle).	The company was trying to make me buy more chocolate. It offered a free 12 pack for every 2 12 packs I bought. So where I might normally just have bought 1 12 pack, I wound up having to lug 3 around.	The attempt was successful because I love the Nestle version of Kit Kat which I don't have access to in the States, and the Duty Free folks were able to successfully tap into and take advantage of my greed.	Top Nails. Pedicure.	The company offered a bundled pedicure/manicure combination Mon-Wed, where you could get a pedicure and manicure for what amounted to the price of a pedicure on other days. They were trying to encourage people to buy more of their services and attract more clientele.	It was unsuccessful because I never had time to go get pedicures or manicures during the week, and also because I am not a huge fan of manicures, and so the bundled offering wasn't really that appealing.
Continental Airlines online check in	The way in which I check in for flights. Continental offered free headsets and advertised the service fairly heavily.	It's in both my and Continental's best interest - faster for me, cheaper for Continental. Ultimately, it is simply a superior alternative to checking in at the airport.	Exxon Mobil's 'Speedpass'	The way in which I purchase gasoline. They positioned their swipeless card as faster and ambiguously 'superior' to standard credit cards. I believe they also offered discounts (perhaps a couple of cents per gallon) for a short period.	The product/service wasn't materially better than using a standard credit card, so it wasn't worth the switch.
Bluefly - online clothing store	My online purchasing was infrequent in the past, especially for clothing. The company sent emails focusing more on the ease of the buying process than on specific items they offer.	The company understood what issues to address in order to change my behavior, i.e. they understood my decision making process.	Virgin Atlantic, airplane tickets	Wanted me to consider Virgin Atlantic for transatlantic airplane tickets instead of other carriers. I had never flown Virgin Atlantic before.	The company never asked me what was important to me, and what my criteria for choosing a carrier were. They focused on price and did not provide me with an opportunity to customize the product to my needs, for which I was prepared to pay a premium.
Netflix. Rented Movies	Instead of charging for each movie you rent, they offer a fixed subscription per month.	Because you know you are already paying for the service and therefore, you choose a movie to watch at home rather than going to the movies or other entertainment alternatives	Davivienda (Colombian Bank) and other major banks that try to enroll you in a Credit Card with no fee.	Forcing people to maintain their credit card by making it hard for you to terminate the contract.	Because you finally find your way to do so and then you don't want to have anything to do with the bank afterwards.
Electronic Arts. Madden video game franchise for Playstation 2.	The company was trying to influence my recurrent purchasing behavior. The company used incrementally improved products year over year combined with a barrage of marketing to influence my behavior.	The attempt was successful because of its strong brand and the network effects associated with the numerous users of the product.	Verizon. Cellular phone plan.	The company was trying to increase its share of wallet from me by advertising additional phones and calling plan features, with some discounts included.	There were too many stipulations involved, including being locked into a contract for 2+ years.
Starbucks for non-coffee products	Starbucks was trying to influence my visits to the store even though I am not a coffee drinker. Through innovative products that can customized, successful marketing and omnipresence of its stores, it effectively created a need for chai lattes and blends creams on a daily basis.	It was successful because Starbucks created an image of a beverage/breakfast/snack cool place rather than a place for coffee connoisseurs only. Also, their campaign for free trade made me think that at least part of my money was used for a good cause.	Marriott for hotel stays.	The company is trying to get me to make hotel reservations with Marriott with special weekend promotions (via email) and bonus reward points	The attempt is unsuccessful because my primary criterion when I plan a vacation is price and then the location of the hotel: I would rather pay less or select a hotel with a better location in spite of any points I would have collected by staying at a Marriott.
American Airlines Online reservation system	AA was encouraging travelers to purchase their tickets via aa.com. They rewarded travelers with additional air miles for every ticket purchased thru aa.com.	I consider American to be my airline of choice & frequently search aa.com first for tickets before using the larger travel sites. If I am on a travel site like Orbitz and find that American offers the lowest fare, I will switch to aa.com to purchase via their site and earn the extra air miles.	Sprint PCS wireless phone service	Repeat service: prevent customers from switching. New phone rebates & discounts for returning customers.	Sprint's service level was so poor in customer interactions and their reception was poor - so they couldn't retain me as a customer even after their attempts.
ING Direct, online savings account service	trying to attract new customers to transfer their savings accounts to ING Direct in return for a higher interest rate	the higher interest rate offered during a period of low interest rates was very attractive, and online account management was becoming increasingly easy to use	Citibank, I was using their customer services over the phone	Trying to get me to enroll in a account protection program for a small monthly fee that would be debited from my account.	Unsuccessful because the rep was extremely pushy and was obviously reading from a script. Seemed like just another sales push and I was eager to get off the phone after refusing several times.
Harvard Business School. Their educational services.	My entire outlook on leadership, life, and how they relate to business. It used the brand equity of its name, the promised access to talented professors and students, a residential campus with proximity to a major city, and finally it's barriers to entry.	First, I came to the school. Second I recommend it to other people. Third, I pay my tuition. Fourth, I now think about problems through an entirely new series of lenses. Therefore, the company has effectively changed my outlook on leadership and life.	Coca Cola: Sprite.	They were trying to get me to buy "liquid refreshment" through television advertising. The particular ad campaign shows one yellow and one green sumo wrestler colliding on a man sitting on a tree stump in a darkened forest. There was another ad with a guy watering plants out of minority report.	The attempt was unsuccessful for a couple of reasons First, I am a part of the "healthy revolution" that leans now toward fruit juice or water rather than carbonated beverages. Second, Sprite is caffeine free, so if I was going to drink soda, that wouldn't give me what I need out of it. Third, I am not a part of the cohort that is ad trying to reach, although I do think that it is a brilliant ad because it is so arresting and "DVR" compatible.
United Airlines. Mileage Plus frequent flyer program.	To get me to use United for all my airline travel by providing me longer-term incentives to combat my short-term pricing concerns.	Mostly because I understand what the rewards can be used for and I consider them to be valuable.	Verizon Wireless monthly cell phone service.	Verizon wants me to simply buy and/or use more minutes or add-on services than I currently do through a variety of methods, from simple solicitations to tiered pricing.	Their simple solicitations are ineffective because they come off as pushy and I generally know what I need already. Their high costs per minute for exceeding my minutes, however, are objectively influential because I can see it might cost me more but subjectively it makes me very angry because the cost seems unfair. At the end of the day, I tolerate Verizon for the lowest cost I possibly can, mostly because their coverage is the best in the area.
Comcast. I was originally using just cable and high-speed internet.	The company was trying to influence me to (1) subscribe to more cable channels and (2) subscribe to digital phone service.	The company successfully persuaded me to subscribe to digital phone service by bundling this service with the other two services (TV and internet). Before this, I did not have a land-line phone for almost 5 years. They were successful because the bundled price was only a few dollars more than I paid previously.	Citibank. Online banking and paper bank statements.	The company has been trying for years to get me to stop getting paper bank statements. The only mechanism they have used is repeatedly badgering me to do this.	This was unsuccessful because, in my opinion, Citibank is clearly saving money if I drop paper statements. However, I don't get much more than less hassle and some satisfaction for saving trees (I already use online statements). So, I refuse to drop paper statements until they offer me something - like a coupon or rebate. Maybe I am just being spiteful?
J Crew: online clothes shopping	Influencing buying patterns through incentive mechanism (\$25 off any purchase over \$100)	Yes - I am a sucker for the "free" \$25	Lucky Dry Cleaners	Trying to lock me in to only using their dry cleaning services through a frequent use card.	Not enough incentive: I had to use them 10 times with no regard to how many items I had dry-cleaned in order to get a discount on my 11th order.
Just yesterday, while buying laundry detergent, I decided to buy this new Tide product with new scent. I think P&G sells Tide.	The company was trying to persuade me to "trade up" either the current Tide product I was using or to switch from another detergent. And they were trying to convince me to buy the Downey fabric softener to go with it. The mechanism was through print ads and T.V. commercials. The T.V. commercials had picked my interest.	The attempt was successful because it appealed to my desire to buy a premium product to better treat my somewhat expensive clothes. The product is directly targeted at me -- a female consumer that is not particularly price sensitive on most products and is willing to trade up for premium value.	When my Cingular wireless phone expired, Cingular tried to convince me to get a new contract. But I decided to switch to Verizon Wireless instead.	The company was trying to retain me as a customer. They used direct mail trying to entice me with discounts on a new phone. Also, they tried to talk me into staying with them when I called to cancel my contract.	Cingular was unsuccessful because I had encountered a number of service problems (both with geographic coverage and customer support service). In addition, many friends said that Verizon was a much better carrier so I was determined to switch.
Adidas soccer shoes	Behavior while playing soccer. Used professional players	Used some of the best professional players and they make the tricks look easy	Nike soccer shoes	Behavior while playing soccer. Used professional players	I simply do not believe Nike can make better soccer shoes than Adidas

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What was the name of the company? What product or service were you using?	Which behavior was the company trying to influence? What mechanism(s) did it use?	In your opinion, why was the attempt successful?	What was the name of the company? What product or service were you using?	Which behavior was the company trying to influence? What mechanism(s) did it use?	In your opinion, why was the attempt unsuccessful?
Starbucks. A Starbucks card / coffee.	Starbucks was trying to get me to pay up front for coffee, and to keep me coming in. It worked.	#NAME?	Radio Shack. I was going in to buy an earpiece for my cell phone, and the sales person tried to persuade me to switch carriers from Verizon to Sprint or Cingular.	My choice of cell phone provider. He did this by focusing on price - he showed me the plans and where I could save money. He also said Verizon tends to view themselves as too high class to lower their prices - he said they charge too high a premium for their service.	The salesperson didn't even ask me if I was satisfied with Verizon, or if I would be interested in changing. He just went into the sale. I also am happy with my service (even though I do wish it was cheaper).
The company was Esso, and I would fill-up my car with gas at an Esso station if it was the closest station when I needed gas.	The company wanted me to always buy my gas at Esso. They did this by aligning themselves with Aeroplan, Air Canada's air miles rewards program.	This attempt was successful, as it offered me something more valuable than any other gas station.	The company was Air Canada, and I frequently travel with them.	They were trying to get me to fly more, by offering good prices on many of the locations I travel to.	The attempt was unsuccessful because of my skepticism towards Air Canada's seat sales. I have rarely had success getting the price advertised in one of their seat sales, and now I ignore any seat sale info I see.
Company -- Bank of America Service -- Bill payment on-line	Instead of writing checks to pay my bills Bank of America wanted me to use their on-line bill payment service. They offered this as a free service and demonstrated how through using this service my bill payment history will be stored, which helps me manage my budget.	Bank of America was successful because they were able to convince me that I saved time and money in using their service.	Company -- Target Product - Target brand facial products	Target offers private label facial products through it's own brand, Market Pantry. To try and get me to use their products they offer Market Pantry products at a significant discount to other major brands and on their products will say "Compare to XXX".	Target was unsuccessful in getting me to switch to their face cleansers because I think the quality of their products is poor. As a result of purchasing a Market Pantry face cleanser that did not meet my standards of quality and was not comparable to the normal face wash that I use, I will not buy any Market Pantry toiletries.
Peapod: grocery shopping.	Fidelization of the customer by proposing shopping through the Internet and home delivery.	Its convenience changed my shopping and almost eating behavior: I rarely go to the supermarket, and frequently buy the same set of products from my previous lists of purchases.	EasyJet, for plane tickets.	Purchase pattern: buy cheaper by buying soon. (EasyJet proposes low air fares for customers who buy their tickets well in advance). Tries to create an image of consistently low prices to steal customers from regular airlines.	I'm naturally not inclined to plan trips well in advance, and certainly not willing to risk losing my ticket if I can't finally fly. Tickets are not always cheaper: it's easy to compare actual prices with other regular companies.
Company: American Airlines Product: Airline tickets, upgrades, mile redemption, etc.	The company needed to incentivize customers to use their online channel rather than calling its customer representatives for things such as buying tickets, getting upgrades, redeeming miles, etc. To achieve this, AA started charging a fee for booking tickets online while awarding bonus miles to customers that went online to complete these transactions.	The attempt was successful because it made the transition a "no brainer" for customer. Why would I want to pay a fee if I can do everything online and get bonus miles? The customer would tend to see the booking fee as an annoyance more than a penalty and is happy to go online to get the extra miles. Plus they provided an online site that can answer a lot of the questions people tend to ask, so that customers can find answers to questions anytime.	Company: Amtrak Product: Rail transportation	Amtrak is trying to influence my decision to take the train rather than the bus for weekly trips to New York to see my husband while attending school. The company provides a 15% discount for students and has a rewards program.	The attempt has been unsuccessful because Amtrak's rates are much higher than Greyhound's rates, which means that the 15% off is not enough to make it worth it for me to take the train. Also, students need to go online and apply for the discount card, which I keep forgetting to do. I think that if they came to campus and provided the card on the spot (like Zipcar does), that would allow students to give it a try right away rather than just waiting until they have time to fill out the online application. Also, discounts are not valid on the fast train, so there's less incentive to take the train and pay more when it would take the same amount of time taking the bus, for which you only pay 1/5 of the cost.
Jackson Triggs Winery in Niagara-On-The-Lake, Ontario. Product was wine.	Changing how I drank wine. Conducts wine tours where guides spend time teaching you how to hold a glass, swirl the wine, smell the wine, and enjoy it more.	I now drink more wine because I enjoy it more.	Cingular. Text-messaging.	Trying to get me to communicate more often through text messages so I could spend additional fees per month on text-messaging charges. Mechanism used included: Service already on phone when I bought it. Certain number of free text-messages	Unsuccessful because I received spam text messages all month and was charged for messages I received from people I didn't know. It turned me off of text-messaging and I disabled the service.
General Mills -- Honey Nut Cheerios cereal	Trying to ensure/increase product purchasing by using trade dollars (e.g. 2 boxes for \$5, etc.)	Came to be expected by me -- deal was inevitable so I became a consistent purchaser. If deal wasn't on in one week, came to expect that it would be in the next.	American Express -- credit cards	Wanted to upsell me from Amex Blue to Amex Gold and Amex Platinum	Not tailored to me and what my needs are -- I don't need the services of Gold & Platinum at this point in my life. For me, the products have attributes which aren't relevant (but this could certainly change in time)
Shaws Supermarket. Grocery shopping at Shaws.	Shaws tries to influence repeat business and customer loyalty thru its Shaw's Rewards Card. The card provides substantial discounts on a wide variety on grocery items.	Yes. The discounts provided by the card make me prefer shopping at Shaws over other comparable supermarkets.	Dunkin Donuts. Coffee/donuts and seating area.	Dunkin provides minimal seating which is generally uncomfortable to discourage customers from sitting around for too long.	Perhaps for many customers, it is successful because most customers may see Dunkin as a place to get donuts and coffee to go. However, their attempt is not successful for me because it is one of the few places near my home that provides a relatively quiet atmosphere for me to study and read my HBS cases - which can take many hours.
Starwood, hotels	The company influenced me to stay at Starwood hotels, even when other hotels with better location or lower rates were available. It used an effective customer loyalty program and high level of service for frequent guests.	The benefits of the customer loyalty program were superior compared to the competition. Frequent stays allowed me to earn status that gave me even more benefits and services.	Discover, credit card	The company was trying to prevent me from cancelling my credit card. It used lower interest rates and other nominal financial incentives.	Discover card is not accepted by many merchants. The card had one of the best cash back programs in the past, but other card companies (w/ the ubiquitous Visa/Mastercard brands) now offer comparable programs.
UPS - using their delivery and pick-up service	UPS tries to affect "trust." By hiring and training great delivery drivers, customers get to know their UPS delivery man and develops a trusting relationship with them.	My neighborhood delivery man Ray was always pleasant, always attempted to find me if I had a package.	Sprint - using their phones and telephone service	Sprint tried to influence price sensitivity by offering prices and packages that on paper seem a lot more attractive than their competitors.	You pay for what you get - and you don't get any customer service with Sprint!
Sallie Mae. Undergraduate student loan.	Automatic bill pay. Discounted interest rate.	Yes. I shaved something like 0.125% off my student loan rate by setting up and using automatic bill pay. Providing an incentive was a useful way of directing my behavior.	Bank One Teller services	Stop me from using a teller by limiting my "free" visits to one per month.	No. I only use a teller 3-4 times per year and do not want to pay extra if 2 of those visits happen to fall in the same month.
Las Vegas casinos.	Vegas casinos are known to influence their customers by encouraging them to stay longer than they might want to on their own. By not having any windows or clocks, offering free drinks, and otherwise stimulating their customer's senses, gamblers forget the time and stay all night.	Combined, all of the mechanisms make it seem foolish to leave a casino when you are winning, and difficult to leave when you are losing.... so I always end up staying too long!	Bank of America introduced a "Keep the Change" program to encourage its customers to use their debit cards more often. It would round up any purchase to the nearest dollar (ie, a \$2.12 purchase would become \$3.00) and deposit the \$0.88 in your savings account, and the bank would match the \$0.88.	BoFA was attempting to have its customers get used to using their debit cards for ALL purchases - even the smallest ones. This would cut back on people coming to the bank for cash and be easier for the bank to administer. The mechanism used was purely financial - a company match could add up to a few hundred dollars by the end of the program.	Despite the fact that I said I would use my debit card for every purchase, that plan only lasted for about a week. I think that even though I knew the total matched amount could end up being significant, each individual reward (only a few cents sometimes) was not worth the embarrassment I felt when paying for a tiny purchase with a debit card.
Sansai Restaurant, Maui Hawaii. I was eating Sushi and drinking Sake.	They were trying to fill up their restaurant during off-peak hours and get rid of the remaining fresh fish at the end of the night. To encourage customers to come in late, they offer a 50% discount on food if you are seated for dinner after 10:00pm. The also have free karaoke starting at 10 to keep the atmosphere lively.	It was successful because the discount was more valuable to me than eating an early dinner. They understood the needs of their business and the needs of the customers and developed an incentive plan that meets both.	Caesars Palace, Las Vegas. I was trying to book a buffet breakfast for a Las Vegas Trek.	The restaurant wants to know about all groups that will be dining there so that they can plan accordingly. But when making a group reservation they asked me to pre-pay for the entire group. I wasn't willing to do this because I don't know the exact final count. So instead, I will not make a reservation and our group will just show up for breakfast unannounced.	They didn't take the time to listen to my specific needs and their policy didn't allow for flexibility. I didn't know the final count, but I had a good guess. I would have been happy to put down a small deposit to hold the space, but they did not allow that. The result is that we will be dissatisfied if we have to wait while they prepare a table and they will be rushed and unprepared for our arrival. Everyone loses!
Regions Bank I had a standard checking/savings account.	The company was trying to 1. Minimize the amount of time I spent interacting with a teller for minor transactions (like withdrawing \$100 on Friday before a weekend out), so as to reduce their labor costs, or put them to better use. 2. Gain extra revenue from my transactions at the bank. The bank put up ATMs at convenient locations throughout the city and allowed me to use them at no charge.	Prior to the prevalence of ATMs, I went to the bank approximately 1/week to either cash a check, or withdraw money from an account. Each time I went in and spent a few minutes of the teller's time, and was not charged for the visit. Now, I interact with a teller only a few times/year (maybe 4 or 5), and use ATMs for my weekly transactions. And, while I try to use my bank's ATMs to avoid an extra charge, I still find myself withdrawing money from other bank's ATMs 1-2/month and paying a small fee each time. Surely the bank benefited from both my reduced facetime with the teller and the increased revenue in ATM transaction fees.	The Fish Fry (restaurant in Paris, TX) The all-you-can-eat catfish dinner.	Of course, catfish is more expensive than hush puppies or bread. The Fish Fry believed itself an expert in slow-playing its succulent catfish while it wanted me to fill-up on the cheap stuff. So, after I ordered the all-you-can-eat catfish, they would bring a big basket of bread and some hush puppies to the table and try to wait me out while I filled up. They'd wait about 10 or 15 minutes before bringing me any fish. And if you order more, expect to wait	As stubborn as the good people of The Fish Fry are, they met their match with me. As I am wise to the tricks of the all-you-can-eat restaurants, I did not eat any bread or hush puppies (in fact in subsequent visits to the restaurant, I told them not to even bring it to the table because it would just be a waste of good food). I know they have piles of fried catfish right on the other side of the wall and I ask them to just bring me the fish. Wow is it good catfish - and I could eat at least twice as much of it....

Consider a company's successful attempt to influence your behavior as a customer as you answer Questions 1-3.			Consider a company's unsuccessful attempt to influence your behavior as a customer as you answer Questions 4-6.		
What was the name of the company? What product or service were you using?	Which behavior was the company trying to influence? What mechanism(s) did it use?	In your opinion, why was the attempt successful?	What was the name of the company? What product or service were you using?	Which behavior was the company trying to influence? What mechanism(s) did it use?	In your opinion, why was the attempt unsuccessful?
American Express - their policy of losing points on their charge cards if the bill is not paid on time motivates me to always pay my bill on time. It also motivates me to use my American Express card more than cash in order to accumulate points to redeem for products.	Their model encourages customers to pay their bills on time (late payment results in forfeiture of points) as well as use their credit card over other forms of payment (in order to increase the amount of points a cardmember has).	Because there is a membership fee associated with the credit card, I want to get the most of my membership fee; thus, I use my card to get more points. It is successful because I do not view my behavior as making profits for Amex (which it does); instead, I view it as behavior that benefits me.	J Crew - credit card.	J Crew wants its customers to use its credit card in order to get the financing charges from late payments. In order to encourage customers to sign up for the card, it offers a discount on first purchase but afterwards offers no reason to use the card.	In order to increase the use of its card, it needs to offer a loyalty/rewards program to its customers to encourage ongoing spending on its card.
Apple: iTunes and an iPod.	How I managed my digital music files and ultimately how I accessed (listened to) them. The utility value of iTunes made my purchase of an iPod an inevitability.	Ease of use, ease of integration between iTunes and the iPod. They were yin and yang. I couldn't simply have iTunes on my computer without an iPod in my pocket.	Best Buy: purchasing a technology product (desktop speaker for my laptop).	Trying to influence my buying behavior. Interested in selling me supplemental two-year service agreement in case my purchased product was damaged. Their mechanism was the front-line cashier trained to give me the 5-second pitch about why I should purchase the coverage.	I was a well-informed customer to know that such coverage is generally unnecessary if the manufacturer's warranty covers damage within the first X number of years.
Amazon.com. I use their website to purchase books/CDs/etc.	Repeat purchase - the site let me know what books/CDs/etc I would like based on my prior purchases. This was extremely helpful for me b/c I like to browse books based on what genres I enjoy - this did all that for me.	The attempt was successful because it personalized the shopping for me and made me want to buy things that I didn't know I wanted (b/c I didn't know they were out there)	FTD/180FLOWERS. I bought delivery flowers from them once.	They were trying aggressively to upsell me. Very forward sales technique where I just kept repeating that I wanted what I originally had stated.	Too aggressive - should know that since they have a website most people know what they want when they call. Also I somehow can't get my email address off their distribution and get 20 emails a week from them on specials.
American Airlines - domestic and international air tickets	repeat purchase - AAdvantage miles earned and "status" acquired to get free trips, upgrades, priority boarding, etc. to drive loyalty (and profitability since I would pay slightly more for the same ticket if it meant that I could fly AA)	Very successful while I lived in Dallas. DFW is the airline hub so there are flights to just about anywhere from that location. Now that I live in Boston and there are fewer (direct) flights to my desired locations, I am much less loyal.	Sprint - cell phone service	Provider loyalty - discount on purchase of equipment with long-term (2 year) service agreement.	No - service level is still (and perhaps now more than ever since phones are a commodity) important and they have both weak coverage in this part of the country and slow response time to problems. In addition, the penalty payment for early termination of my contract is less than the amount of money I saved on the initial phone purchase so the switching costs is not as high as it could be. I'm now in the market for a new phone and service provider.
Gmail - free, web-based email service	Gmail required users to do a significant and difficult switch to use gmail as their account - runs risks of losing contacts, need to advise contacts of new address etc. Mechanisms: 1) Distinctive product features/ benefits - conversation thread-based filing system, huge space such that never have to delete mails 2) Customer acquisition through recommendations - can only get account if recommended by existing user	1) Word-of-mouth gave it credibility 2) Beta version - always expecting new add-ons, users are more forgiving when service is not up to par	Shopper discounts and rewards - Pay a monthly subscription fee of \$10 to get discounts off selected online sites (500 sites)	1) Commitment to site through monthly subscription even before knowing the exact benefits	1) Not a heavy online shopper - even when I do, tend to visit sites that are not affiliated 2) Monthly subscription even if not using service seems wasteful 3) Online deals abound - likely to find better deals just by shopping around online
Banana Republic; buying clothes	Banana Republic uses a customer loyalty program -specifically, it provides loyal customers (those who have accumulated "points" through past purchases) with a credit that can be applied to future purchases (e.g., a card with a \$20 balance is sent to you by the company) in order to encourage the customer to continue shopping at its stores and encourage the customers to buy more than they might otherwise.	While I am just generally a sucker for loyalty programs, BR's program seems particularly effective because it doesn't require a lot of effort on the customer's part as well as gives the customer the perception that he/she is receiving cash (giving her the idea that she can afford something that she couldn't have otherwise, thereby creating a wealth effect of sorts). Unlike coupons, where a minimum amount usually has to be purchased in order to use the coupon, the credit can be applied to any purchase irrespective of its size. The card is also sent to you directly to your home, so does not require any extra steps by the customer.	Dr. Pepper (PepsiCo, I believe); Diet Dr. Pepper	Knowing my predilection for Diet Dr. Pepper, a favorite retailer provided me coupons to buy the new Diet Dr. Pepper Cherry Vanilla flavor for a drastically reduced price. The manufacturer's coupons were trying to encourage existing cola drinkers to try and continue consuming its new flavor of Diet Dr. Pepper.	I used one of the coupons to buy the new flavor soda, but the new soda tasted so bad that I ended up throwing half of it away (and therefore not becoming a convert). The company's strategy would have probably been much more effective if the underlying product they had been selling had been better.
Jet Airways in India	frequent traveling; free upgrade vouchers to frequent travelers and those that have jet airways credit cards	yes	virgin Atlantic	frequent flying; mileage program and free car service from airport.	limited network so mileage usage is restrictive and lousy connections from Heathrow airport
I was supposed to buy a lotion of one brand at a cosmetic retail store in Hong Kong (Sha Sha), and then ended up buying a whole new set of products of another brand. The professionalism and care of the sales lady do help me spend the money.	Used good service to change my previous perception of certain brand, and articulated better functions of another products to tailor to my needs. Then they helped to explore latent demands by keeping asking questions, and making me feel that I knew nothing.	Shape opinion and then change behavior. Really attempt to know what I need instead of what I want, e.g., a brand	I tried to buy a term insurance in China, and the agent tried to sell me general investment backed insurance, but failed in doing both.	The agent used complicated way to describe the product, and unrealistically mentioned its benefits instead of risks.	First, I understand the product, and don't want the agent to make up something. Second, the agent himself is not very objective, and lose my trust.
Amtrak Train Service New York - Boston	The company was trying to convince people into using the Acela train (faster but more expensive than the normal train). Amtrak offered more mileage points (similar to an airline) for the Acela train so that, if you took 2 round trips per month, the Acela service ended up being cheaper	It favored heavy users and rewarded them with better service (faster trains, more comfortable) by reducing the price. Purely economic reward.	Apple. Mac computer	Apple was trying to sell new computers with the option of switching from a mac to a windows platform. The company promised flawless operational capabilities with this computer, regardless of the platform used (mac or windows).	Once you actually work with a windows platform on the mac computer, many things don't work they way they do with a normal windows laptop.
A French bank - product was monthly account statement	TO reduce costs, the bank was trying to get me to switch to internet-only bank statements, to save on the monthly paper-version mailing. The bank decided to start charging me for that service (the paper version).	Yes, convincing attempt, made easier by my habit to manage many other personal things through internet.	Magazine WIREd - product is a tech-focused magazine	The company was trying to get me to subscribe to another magazine from the same media group. It included one release of the other magazine in one of my monthly issues' packages.	Focus on the ease of distribution through an existing channel but wrong customer targeting.
I was using the Blue Card from American Express. I had called to cancel my credit card as a result of a bad customer service experience. The woman who handled my call eventually persuaded me to stay with American Express.	The company was trying to convince me to not switch to another credit card. It used my greed to do so -- it bribed me with a lot of Blue Points to stay (these points enable me to purchase various items). It also used great customer service to convince me. The woman who helped me spent over an hour on the phone. I was able to vent my frustration to her, which calmed me down, and she made me feel like she was on "my side."	I think they were successful because I am in general very impressed with the customer service of American Express. Over the past 5 years, I have had no problems with them, and they have done little things which mean a lot to me, such as waiving certain account fees, etc. I am not sure if I would have stayed if I had been truly unhappy as a whole with American Express. As it was, this one bad experience was an isolated one, and the agent handled it well.	I was browsing in Borders for some books. I ended up not purchasing anything and instead went home and ordered my books from Amazon.	Borders was trying to entice me to buy books from them. It had laid out all the bestsellers on tables, and there was a coffee shop inside the bookstore. It tried to thus present a relaxing environment for me to find something interesting to buy.	It was unsuccessful because the prices of the books were too high compared with what I could get at Amazon. Amazon also has been able to solve the problem of instant gratification by allowing me to buy my books and pick them up the same day at the Borders bookstore. Most importantly, I had gone into the store to browse, with no idea of what to buy. This bookstore hadn't displayed any staff recommendations that could interest me in any books, whereas Amazon is able to do so through user reviews.
American Airlines.	Trying to get me to upgrade to business class. They offered extravagant mileage awards for using business class on transatlantic flights (50k miles per round-trip)	The reward was incredibly generous. I was not paying for the ticket (my firm picked up the tab).	Real networks. "Rhapsody" music service	Rhapsody wanted me to move from a free trial to a paid subscription. At the end of the free-trial, I called to cancel, and they explained the benefits of the pay-service and offered me 3 more months of free trial. Three months later I cancelled it.	I had already tried it for three months. Unclear why three more months would change my mind.

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What was the name of the company? What product or service were you using?	Which behavior was the company trying to influence? What mechanism(s) did it use?	In your opinion, why was the attempt successful?	What was the name of the company? What product or service were you using?	Which behavior was the company trying to influence? What mechanism(s) did it use?	In your opinion, why was the attempt unsuccessful?
The company is Apple. The product/service is "purchased songs" from the I-tunes service.	The company is trying to influence the way in which consumers download/obtain music online. Prior to iTunes, I almost always downloaded songs illegally via the internet. Apple applied several mechanisms to get me to pay for music rather than getting it illegally/free online. They publicly discussed the potential penalties from obtaining free music; they were very public about the legal penalties, they discussed on their website the dangers such as viruses, etc. from free music. They also created an extremely easy to use service (iTunes) which actually had more centrally available music than other online/free sources. This made it easier for me as a consumer to get music. They also created a product (iPod) with proprietary software and hardware which creates switching costs so that once I've already downloaded some songs from iTunes, I'm less likely to download songs from other sources (as they may not play on my iPod). In this sense, they locked me in.	It was successful for the reasons discussed above. They made me very aware of the downside of not modifying my behavior (via the discussions of viruses etc.). They also made it easy for me to change my behavior (high music availability, very intuitive software) And they created "switching costs" of sorts via the iPod Hardware so that once I began using I-tunes, there were network effects of sorts which made me more likely to continue using it.	The company is Finale (restaurant in Cambridge and Boston). The product/service is after dinner drinks and dessert.	They want to incent customers to purchase not only coffee but also the high priced desserts that they sell (in order to drive average billable up). The mechanism they use is primarily the wait service that is delivered by servers as well as the host/hostess at the front of the restaurant.	it was unsuccessful because the 2 times I've been there I've only ended up getting coffee, which takes up valuable table space for a low priced/low margin product from them. Their attempt failed because the 2 times I've been there's been a very long delay between when they ask for my drink order (coffee) and when they ask for my food/dessert order. In these 2 cases, the coffee arrived and I actually drank more than half of it before they even asked for my dessert order. As a result, by the time they asked for my order, I was already over the prospect of getting anything else, and as a result, ended up only buying a drink, rather than food. The service levels were not matched with what I needed in order to capture my full potential spend.
Banana Republic - the "LUXE" credit card	Long-term buying - allowed you to accumulate points to earn merchandise credit. Frequent buying - offered free shipping online.	Yes, it was very effective because even though the customer service on the card is not great and I have been sincere in my threats to cancel it, I never do because I like getting the merchandise credits/points. They make me feel like I got something for free. Also, the free shipping online makes me feel like I am not losing anything by making an online purchase, so I might buy even if I can't make it to a store.	Blockbuster - movie rentals	Blockbuster was trying to match the ease of not worrying about late returns that people enjoy with NetFlix. It ran a campaign called "No more late fees."	No. I still do not fully understand the ramifications of not returning my movie on time but all the fine print suggests that there are some, and so rather than try to understand it, I just assumed that something would still happen and I should avoid it, so I still liked the ease of NetFlix.
First Republic Bank -- consumer banking services (primarily savings and checking)	First Republic was trying to get me to open an account and then consolidate my banking business with them. FRB used a variety of mechanisms, focused on convenience and customer service. The most attractive offering of the bank was that I never had to pay ATM fees for any transactions from a non-FRB ATM. This was particularly attractive b/c they only have branches and ATM's in the San Francisco Bay Area, around Los Angeles, Las Vegas, New York, and, recently, Boston. As a result, many places I traveled, particularly abroad, required substantial fees, but not having to pay them, regardless of the ATM I visited, was a real selling point. In addition, they place a premium on service, with beautifully appointed offices, plenty of tellers, and a very personalized approach (I have my own private banker, despite not being an important/wealthy client).	The premium that they placed on convenience and customer service, as well as the ability to go to any ATM, were much more important than a large, impersonal branch network, as offered by many of their much larger competitors.	TravelGuru. TravelGuru is similar to Orbitz or Expedia, but for people traveling within India or from India abroad (online travel shopping).	They were trying to persuade me to purchase travel through their own website in order to generate commissions by offering a wide selection of airline and hotel partners.	The offering was unsuccessful because they did not offer a sufficient number of hotel and airline partners and, more importantly, because I could not book less than 3 days in advance. There are only 5 or so domestic airlines in India, so it was far more effective for me to go to their individual sites at the last minute than try to plan in advance and use TravelGuru.
Mars Inc. I bought a Snickers bar.	Impulse purchase of a Snickers bar when hungry. Mars used advertisements with pictures of Snickers bars and words such as satisfaction and satisfy your hunger.	Absolutely. I was hungry, I saw the Snickers bar, I remembered the ad, I wanted the Snickers bar, I bought and ate it, and my hunger was indeed satisfied.	Applebee's. Restaurant Dining.	Family dinner in a casual neighborhood setting. The used advertisements with happy family's and a jingle about eating good in the neighborhood.	No. Because there are so many other casual dining options that provide better service and better food than Applebee's. I'd rather eat at Chili's.
AirTran - taking a flight back to Boston	Wanted me to check-in online so I would not take up their agent's time. I was only allowed to choose my seats once I had checked in (based on the class of ticket I had purchased).	The attempt was successful because I had an incentive to check in as early as possible (e.g., before arriving at the airport), given my desire to get a good seat together with my traveling partner.	INGDirect - I have a bank account with them.	I wanted to mail a couple of check deposits in to INGDirect because I was traveling and didn't have access to my normal local bank. They much prefer to take deposits electronically, so buried the information on their website as to how to mail deposits to them.	The attempt was only unsuccessful because in this circumstance I really wanted to deposit my checks and wouldn't have been able to do so in their preferred manner ... and was willing to overcome any inconvenience of calling INGDirect to get the information I needed.
American Airlines - I was looking to buy a round-trip ticket to San Francisco.	The company wanted me to purchase the tickets in advance by charging a lower fee for advance purchases versus a more expensive fee for late bookings. The mechanism used was the price of the ticket.	It was very successful - I booked a couple of months in advance	Sports Authority - running shoes	Sports Authority offered a discount on certain running shoes which provided an incentive for me to go there to buy shoes versus another retail outlet. However, when I got there they didn't have the shoes in stock and attempted to sell me other shoes of less quality. As a result, I will not go to Sports Authority again for running shoes.	The attempt was unsuccessful because Sports Authority could not provide the shoes I wanted (and they advertised). The lesson seems to be that it is ok to manipulate service to affect consumer behavior as long as the level of service (or product) provided isn't so poor that it negatively affects consumer behavior/attitudes towards the company.
Apple Computer - laptop computer	The company was trying to convert PC users to Mac through a powerful add campaign focusing on the friendliness and ease of use of the Mac (juxtaposed to the complications and dull image of many PC products.	They appealed to a real sense of frustration and a latent disappointment with a lack of style in PC computers. The purchasing decision felt good, the experience of buying the computer felt even better, and the service after the sale made the entire experience a complete success.	PrivacyGuard - A a credit fraud reporting service.	The Company wanted me to feel that my identity and credit was in danger of being stolen and exploited. In order to make its argument, the company sent me regular letters about unauthorized attempts to access my personal information and my credit score, and they reported how, each time, they detected the attempt and squelched it. They continually wrote to tell me about the things they had done to "help me", and all the while the subscription renewed automatically annually unless I contacted them in writing to cancel it.	I felt like they never asked me in person if I wanted this "help", and while I found the letters convincing, the automatic renewal (and the difficulty in finding their address to send a cancellation letter) made me distrustful. Henceforth, I cancelled the service.
Whole Foods--grocery store	The company wanted me to purchase a lot of food and products, becoming a regular customer of their's (probably to the exclusion of other grocery stores). They provided delightful sales people (around whom I enjoy shopping), great products, and a great physical space.	They made grocery shopping enjoyable. Everything that I poor at other stores, they did well. Most stores have grumpy, ignorant sales staff, cramped and/or confusing stores, poor produce and empty shelves.	City Schemes in Cambridge-purchased furniture	They wanted me to purchase furniture, hopefully multiple times. They used sales to allure me.	They failed on several counts: personnel turnover, order placement and tracking, and delivery times. First, my orders kept getting lost and I was forced to go into the store to straighten out my order on multiple occasions. Second, my original sales person quit and so I had to form a "new" relationship with a sales person. My orders were delivered very late (months late) and the only thing I was credited was one shipping charge (but only because they were forced to deliver in multiple shipments).

Consider a company's successful attempt to influence your behavior as a customer as you answer Questions 1-3.			Consider a company's unsuccessful attempt to influence your behavior as a customer as you answer Questions 4-6.		
What was the name of the company? What product or service were you using?	Which behavior was the company trying to influence? What mechanism(s) did it use?	In your opinion, why was the attempt successful?	What was the name of the company? What product or service were you using?	Which behavior was the company trying to influence? What mechanism(s) did it use?	In your opinion, why was the attempt unsuccessful?
Briggs & Riley. They sell luggage.	To purchase their luggage and become a loyal customer. They used their free no-hassles lifetime warranty.	1) Because their customer service is so great: Their salespeople at the luggage store were very knowledgeable and helpful about their product and brand, even though they sold all different types of luggage. Their luggage repair service people were also great; I've had to use it once and it's amazingly easy and convenient. 2) They stand by their product and seem to not have any hidden gimmicks. Now, I'm fully addicted to the briggs riley line.	Hertz Rent-A-Car. I was purchasing a car and was signing up for the #1 club.	They were also trying to influence my customer loyalty. They wanted me to allow them to send me emails with special deals exclusively for club members.	The attempt was unsuccessful because the fine print showed that they would share my information with third party providers which include credit card companies, insurance companies, etc. Since it's a rental car company, they collect a lot of information, including driver's license number and age. I felt like they were being sneaky in the way that they were trying to get me to sign up and felt like my privacy would be invaded if I did. If you don't allow them to share your information, you don't get any of the loyal customer deals. I resented that a lot.
Cingular Wireless. I was using a monthly cell phone plan with text messaging.	The company was trying to influence my staying with their cell phone company, and not switching to one of their competitors. In order to keep me they adjusted a bill when I went over my minutes and enrolled me in a flat rate text messaging program after I used many many messages in a single month.	They were successful because I was changing my behavior (more minutes on the phone since I dropped my land line and more text messages between meetings) and I was sensitive to its effect on my pocket book. They succeeded by adjusting one bill and locking me into a higher monthly fee that extended my commitment with their company.	Dunkin' Donuts. I was purchasing a cup of coffee before going to work.	The company was trying to get me to purchase additional items to go with my coffee. The cashier reminded me of various value meals and the cheap ways I could purchase a larger size beverage.	They were unsuccessful because I did not go in to purchase food or a large beverage. I knew exactly what I wanted and in my mind there was no benefit to me to spend extra money on something I knew I wouldn't drink or wouldn't enjoy eating.
Four Seasons Resorts. Reserving space for wedding and negotiating the prices and services.	They were trying to get us to commit to a higher level of spending and services. They used the following mechanisms: Discount total rates with total higher spending levels and offered more incentives to spend more.	Yes, it provided more goods and services and better pricing for the total cost, although more expensive overall.	Student Ventures trying to get me to buy binders for school.	Trying to get me to pay a premium for ordinary binders. Basing their attempt on the convenience of having them sized and bundled on campus rather than needing to get them from elsewhere.	The value-proposition and the urgency of the purchase were not a fit. The tradeoff of spending more vs the perceived benefits of the offering.
Nation Point. Mortgage Broker	The company was trying to make me choose them as my broker for my home mortgage. They used a very soft sell. Made very bold promises, acted very authentic, and tried to create trust and partnership. They said "You should definitely make your own decision. I'm confident that you'll choose us, but if not, we understand". They totally tricked me, because they were horrible to work with.	The salesperson's behavior was so different from other mortgage brokers. They realized that I was a comparison shopper, and they knew that their rates were more or less comparable to others I was receiving. So he used a tactic of being a nice and trustworthy guy, unlike the other slimy sales guys that I spoke to.	Off Saks 5th Retailer in Wrentham Outlets. Clothing retailer.	They offered a "buy one, get the other item 50% off gimmick". They were trying to get me to spend more than I normally would have at the store. They used a mechanism of scarcity (ie: this sale is only available Labor Day Weekend)	I was totally going to buy more, but couldn't immediately find something that I really wanted. I then stepped back and realized that I was totally allowing myself to be manipulated, so I left the store buying only one item.
Bobbi Brown in the purchasing of various cosmetic products.	Company was trying to influence me to purchase more make-up products than I originally intended. To do so, I was approached by the counter girl who asked me if I had the necessary accompanying products to make my purchased eye-shadow look the best possible. She then gave me her "personal" advice on how best to match the eye-shadow with the correct lipstick "from a friend's perspective". Lastly, she assured me that should ignore the costs of the makeup because "it was a worthy investment".	The attempt was successful because she positioned herself as a friendly, trusted advisor who only had my best interests at heart. In addition, I believe she was able to discern that I had the ability to spend additional funds for my make-up.	Green Valley Ranch Casino where I was playing blackjack with my friends.	The casino was trying to get me to buy insurance against a black-jack dealer's possible hand of 21. The mechanism used was having the dealer personally ask each member at the table if he/she wanted to buy insurance against a hand of 21 before the dealer revealed his cards.	The attempt was unsuccessful because 1) my friends, who were playing with me, advised me not to buy the insurance and did not do so themselves 2) the dealer asked if we wanted to buy the insurance in a very perfunctory manner and did not try to dissuade any of the players when they rejected the insurance offer
Two examples of online retailers: "Peapod" in the US and "Farmacia em Casa" (Pharmacy at home) in Brazil.	Both companies are trying to influence the way I accomplish my shopping activities by offering a unique service that fulfill my needs.	The companies identified a customer need, took advantage of advancements in technology and designed services that were aligned with the customer needs (flexibility and convenience). High quality pre sales and after sales support were important factors to guarantee my satisfaction and repeated purchases.	IG Direct. Online "banking account".	The company is trying to influence the way I accomplish my investment activities by offering a unique service that fulfill my needs for flexibility and convenience.	Not all processes were aligned with the main value proposition of their service. Poor "out of the shelf" solutions to my issues were not provided considering that I was looking for convenience and flexibility.
The name of the company was Citibank. The product I was using was my Citi MasterCard.	Citibank was trying to stop me from canceling my Citi MasterCard. After explaining that I recently opened a Capital One MasterCard and therefore no longer needed my Citi MasterCard, the Citi sales lady thanked me for my more than 5 years of service with the company, and then proceeded to offer to refund the annual fee, give me 5,000 bonus miles or a give me a free companion airline ticket to stay with Citibank. By providing financial incentives and free gifts, the sales lady convinced me to keep my Citi MasterCard, and if I find that I am not happy with Capital One, I will likely return to Citibank as a full-time customer again.	Citibank was successful in influencing my behavior because the sales lady found out what was important to me (i.e. what I found attractive in Capital One over Citibank) and effectively matched some of their benefits (e.g. no annual fee). She also convinced me that given my tenure as a customer, my business was highly valued and I could therefore expect to continue to receive additional benefits and a high level of service from the company.	The name of the company was Hewlett-Packard. I was using my HP Photosmart 2710 All-In-One printer.	Hewlett-Packard was trying to charge me \$30 for over-the-phone technical support. By telling me that if I didn't pay to speak with one of their trained technicians who were supposedly the only people who could help me solve my problem, they tried to scare me into paying for an unnecessary service. I chose not to pay and ultimately solved the problem myself.	Hewlett-Packard was unsuccessful in influencing my behavior because it was immediately clear to me through speaking with their phone support that this was simply another channel for them to make money, even if the solution was quick and simple. I felt as though the company was more focused on making money off of customer problems than providing service to ensure that their customers are satisfied and likely to continue to purchase HP products.
Cole Haan - shoes	Purchase shoes - casual and work use. The company focused on advertising its link to Nike "air" technology. Thus creating comfortable and functional shoes for both work and play. * The company focused on value and durability - for the most part the shoes are under \$150 and have a good usage life. * The company also used brand, Cole Haan is a respected name sold only at fairly high quality stores and in their own retail outlets. * finally, they have made the shoes pretty hip with the combination of technology and design	The shoe already has a high quality name but they succeeded by adding a very "hip and cool" dimension to the already durable and high quality shoe. The price point is reasonable and I know I can trust the quality. Over years I have increased my purchasing of this brand and this the spring/summer I purchased 4 pairs - I will continue to buy.	Blockbuster Video - mailing rental agreement (like netflix)	Blockbuster tried to sell me its mailing video rental plan by offering me 3 free months. They focused on * Price - low monthly fees, no late fees * Convenience - videos to your door * Availability - movies you want to see	The value proposition was not there for me because I don't think I really rent enough movies to make it useful in the longer term. Perhaps if I were a more hard core watcher of movies I would get it.
The Gap. I would go into the store and see what they had on the first Tuesday of the month, which they called "10% Tuesdays."	The company wanted to encourage people to come into the store and thought if they could get people in the door, they would likely buy something. The Gap sent out mailings with stickers for the first Tuesday of the month that you could put on your calendar. The stickers were meant to remind you to stop in.	I was open to this kind of promotion because I already shopped there occasionally and knowing I could save 10% on a specific day was a compelling reason to go on that day versus any other day. Plus, I used to live so close by that it was no trouble at all to head over.	Sears. My new Sears credit card saved me \$10 on my first purchase, if I remember correctly.	Sears wanted to get the customer into the habit of using the card, so that the card did not just sit in the envelope in which it arrived. They offered this discount as an incentive to use the card that first time, which Sears hoped would be the first of countless purchases.	Inundated by mail, I was late paying my first Sears bill, the late fee was \$10, which completely offset the \$10 I saved. I was thoroughly annoyed and never used the card again.

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United Airlines - Mileage Plus (loyalty program)	The company was trying to keep me flying on their airline as opposed to competing airlines. They used a loyalty program (Mileage Plus) to create incentives for me to use their services. I would accrue points for each flight I booked with them, or for using my Mileage Plus credit card, and these points could be redeemed as part of their loyalty program. The loyalty program had several components, including: free flights (points accrual/redemption), flight upgrades, free drink tickets, priority check-in, better seats, co-promotions/points accrual with partners like Marriott hotels, etc.	By building my "loyalty" to a specific airline, I could focus my points accrual and redeem the points for something that had value to me (e.g., free flights, upgrades on long flights, etc.). They made the program easy to sign up for, and then the points accrual and redemption process wasn't overly burdensome.	BMG Music Service - mail order catalog company that sells CDs	I had quit my service contract with BMG, and they kept trying to get me to reactivate as a customer. They sent me emails and direct mailers providing incentives for me to resubscribe to them (e.g., x # free CDs with resubscription). The language they used in their marketing materials tried to emphasize how valuable of a customer I was, etc.	First, I didn't find their service offerings particularly valuable - the prices they charged for their CDs were not that different from major brick-and-mortar retailers. Also, for almost the same price, I could buy the CD at a store and have instant gratification, as opposed to waiting several weeks for my CD to arrive from BMG. Second, the emails and direct mailers they sent to me to get me to resubscribe didn't have a compelling reactivation offer. The emails and direct mailers also were fairly impersonal.
Lufthansa. Flying to Europe and back on regular basis.	Lufthansa wanted to increase my flying frequency, especially long-distance (across the Atlantic). The company offered a frequent flyer card.	Yes. Lufthansa's miles were more valuable than those from other airlines. E.g. Fewer miles were needed to buy a free ticket - To have an easier check-in at major airports. One could also use them on flights with other airlines. In combination with Lufthansa's air network, this provided for a very good network of airports.	Netflix. Monthly rental.	To subscribe as a monthly user. Provided lower monthly fees for fewer DVDs to make it more flexible for low-usage customers.	I dislike any pre-paid services. It always makes me nervous that I haven't used it often enough to make the true cost acceptable. I also didn't want to use it while paying for regular cable and on-demand services. Most of my friends who use Netflix use them instead of TV.
Whole Foods - The products I purchase there include produce, flowers, groceries, and wine. However, there is also a service component to my decision to shop there because of the cleanliness of the store, friendliness/helpfulness of the staff, and wide variety of products.	The company was trying to influence me to buy my food items at their store rather than at other grocery stores. To do so, it has positioned itself through advertising and word-of-mouth as a healthier, fresher, and cleaner source of food. Within the store, it uses colorful displays, attractive signage, and shelf positioning to influence me to purchase certain products.	Although the prices at Whole Foods are higher than competing grocery stores, I continue to buy my food there. I do view products at Whole Foods as fresher and healthier than food from other grocery stores, even though I have no factual basis to rely upon.	MAC Cosmetics - I use their line of makeup exclusively.	MAC was trying to influence me to "upgrade" my makeup collection by purchasing new colors and textures of products. To do so, they sent me regular emails and postcards advertising that certain new colors and products are now in fashion, and offered me free shipping if I ordered these products on the internet.	I was not convinced to purchase these new products. I am happy with the makeup products I already have, and am not convinced that I need to buy new colors every season to keep up with fashion trends.
Jet Blue - buying airline tickets	Trying to encourage booking on line through guaranteeing low prices and providing financial incentives	It was successful because the website is easy to use and offers the same prices as calling the airline, so there is no real incentive to call instead (I also think they may have cut back on phone agents and increased wait times so calling was less appealing); additionally, there is the upside of a cheaper fare.	Comcast - using cable service	Wanted me to set up automatic recurring payments on paperless statements. Sent many notifications of the service via email and with my paper statement explaining ease of use.	It was unsuccessful because there was no incentive for me vs. my usual habit of receiving the paper bill then paying each time separately on line; however, I frequently get misbilled so there was a downside of having to argue for a credit after the fact.
Express sent me a \$15 coupon in the mail, which was valid during a 2 week period. I went to the store to look at the clothes, and did not even realize that I was shopping before the period of the coupon. I bought clothing that I otherwise would not have purchased and didn't even use the coupon.	Express was trying to just get me to the store. I think they knew that once I was there, I would buy enough merchandise to make the coupon more than worth their investment. They might have also known that I would not check the small print of the date of the coupon. The mechanism was a discount, making the consumer feel as though they would get a bargain.	The attempt was successful because it was easy for me to use (I received the coupon in the mail) and because the pictures on the coupon showed fashionable clothing.	Express, the same company, tried to get me to open an Express credit card, to save 10% on my purchase. The sales person was aggressive and I was not interested. I had opened such cards before and never used them again. They are a hassle.	The company was hoping that if I opened an Express account, I would shop at their store more frequently and buy larger purchases because they had extended me credit. They were also hoping to achieve loyalty. The mechanism was a branded credit card.	The attempt was unsuccessful because the sales person was pushy and because I actually already had opened an Express account years ago and never used the card again. I also did this with Banana Republic, Saks and other stores. I never end up having those cards in my wallet.
Gillette (now P&G). The Mach3 razor.	Trying to influence my regular shaving purchases through repeated media advertisements and in-store product placement.	It appealed to the "macho" side and made shaving seem enjoyable. I am now a very loyal customer.	American Express. Their green/gold cards.	They were trying to influence my purchasing behavior and methods. Used targeted mailing to try to switch credit cards.	Too much marketing can have the reverse effect, a negative image of the brand.
Company: Amazon.com Product: Book	Company was trying to induce me to purchase more product. The primary mechanism was a recommendation function on the website that highlighted similar products.	This attempt was successful because the recommendations were targeted and relevant. It led me to products that I had a high probability of wanting.	Company: Capital One Product: Credit Card	Company was trying to get me to increase my credit card balance. It did this in a couple of ways: Offered checks that would be drawn from my credit; balance transfer teasers.	Its lack of success had to do with my idiosyncratic belief in the evlness of credit cards. I try to use them only when I have to.
Apple. iTunes music store on the Internet.	Apple was trying to encourage consumers to legally purchase digital music online. The mechanisms used include: 1. Affordability - at \$0.99 per song, the cost is affordable to a significant segment of consumers. 2. Accessibility - the online music store means that anyone can purchase music over the internet. More importantly, the service is available on both Windows and Macintosh platforms, allowing for greater penetration to computer users. Library of music - critically, songs are available on iTunes almost immediately after they're released by the label. Also, the large library of music serves to attract a diversified customer base.	It was successful in switching customer behavior from downloading songs illegally and purchasing physical CDs because it fundamentally removed the barriers to purchasing music easily and legally online.	Virgin. Virgin Cola.	The company was trying to provide an alternative to Coca Cola. The mechanisms used were: 1. Similar bottle shape to Coca Cola 2. Similar marketing	In my opinion, the attempt was unsuccessful because: 1. Virgin was competing against an established market player that consumers had come to relate just cola-flavored sodas to its name - Coca Cola. 2. Slight difference in taste to Coca Cola's offering meant that even though the packaging was similar, consumers were highlighted to a "fundamental" difference.
Blockbuster Video; DVD rentals	Blockbuster was trying to encourage Trisha and I to rent more movies, and to make renting movies a part of our lifestyle. The mechanism was a pre-paid rental card that we purchased, that enabled us to rent a movie a week for ten weeks at a discounted rate. At the end of the 10 weeks, we'd receive a free copy of Finding Nemo (in its first week of release).	Before the introduction of the card, we were infrequent renters, and we were living in Cincinnati, where frankly, there wasn't a lot going on. We happened to be in the store (which at the time was a block from our apartment), and we were offered the card by a friendly clerk. We knew we wanted a copy of Finding Nemo, and I did the math and realized we'd breakeven by renting five movies. We figured we'd be able to rent a movie every week (which ultimately we did, over a ten week period.) We were thinking about the short term... Renting a movie one night a week during the summer seemed reasonable. Ultimately, we wound up getting used to renting movies, and we participated in similar programs several times. Often we'd rent movies because we had already paid for them, not have time to watch them, return them to pay late fees. What's more, we ended up getting copies of free movies that we had no interest in (e.g. Spiderman). The madness ended when we moved out of Cincinnati, but Blockbuster definitely wrestled their way into our lifestyle, and got us to spend a lot more money with the	Shaws; groceries	The company was trying to convert us into loyal customers, and to purchase more groceries from them. They used a loyalty program with a loyalty card at the checkout and coupons that were mailed to our home address. The coupons took into account the amount of money we spent on an average trip to the store, and sent us coupons that would give us discounts if we spent just a little bit more (e.g. \$5 off if you spend \$50).	The program worked very well on us for a while. \$5 off for \$50 in spend seemed great when our average trip was \$45. As the coupons increased in value and spend amount, we converted purchases that would have been made elsewhere, namely at Target, to Shaws purchases. However, we reached a point where we couldn't substitute spend from other places to spend at Shaws. Our last coupon received from Shaws was for \$10 off for \$120 in spend. We're back to shopping at Target, Shaws, Stop and Shop, CVS, Walgreens, or anywhere that our frequently purchased items are on sale. Shaws failed because they didn't recognize that there was a limit to our ability to purchase groceries. Had they brought the spend value of the coupons back down to a reasonable/sustainable level for our budget, they would have captured more of our business for a longer period of time.
Continental	It was trying to make me switch to online use for tracking flights, booking flights, and managing my frequent flyer account.	Yes	Chase	The Company was trying to entice me into living a more highly leveraged lifestyle by offering me checks to cash, higher credit limits with low interest rates etc.	The attempt was unsuccessful, because I deemed it to be only beneficial for the Company and not for me. SO I felt they were enticing me with things that would actually be harmful to my financial position.

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The New York City restaurant Nobu, serving high-end Japanese food	Relaxation, luxury, leisure, feeling pampered and serious sensory overload. I think I would summarize it by saying it was an overall attempt to perfect the "experience of eating." In terms of mechanisms, (1) Product excellence - The food is fresh, inventive and delectable. (2) Top-class service - waitresses are attentive, polite and extremely knowledgeable	The experience was simply incredible. This is perhaps cliché, but I think a large part has to do with "know your customer." The restaurant knew even before we came in that we were corporate clients. With expense not being a major factor, the waitress took charge of the ordering while at the same time involving us in the decisions she was making, and explaining every item she was suggesting we order. The quality of the food at Nobu speaks for itself, but more impressive was the near-perfect variety and sequencing of each course. I am a true foodie and can be critical of restaurants, but Nobu left me wishing I could come back more often on my own dime!	Bloomingdales, New York. I was trying to buy a dress for a wedding	A sense of feeling attractive, a simple way of transforming me from "ordinary" (I was in jeans and a t-shirt) to "glamorous". In terms of mechanisms, the saleslady showered me with compliments after I tried on each dress. She then tried to cross-sell other products (handbag, shoes) saying how well they complimented the dress (and me).	The saleslady was over zealous. Everything I picked out "was just gorgeous" and everything I tried on "looked stunning" - I know it might be her job, but I felt like she was insincere without really being helpful at all. She was also trying (too hard) to sell me things I wasn't interested in at that point in time - i.e. accessories before I had even made up my mind about the dress. Even though the dress was pretty, her approach simply rubbed me the wrong way and all I wanted to do was leave the store. In retrospect I should have bought the dress, but these things are sometimes not rational!
Geico - Buying car insurance on the internet	Getting me to switch insurance as well as upgrade coverage. Clearly showed the cost of various policy options and allowed you to customized real time and see the cost differential.	Easy to use and quick.	Chase Credit Card - Called about a charge on my card and they tried to sell me multiple extra services.	Tried to sell extra consumer protection services. Once it had me on the phone, offered a free 30 day trial.	I was not in a buying mode and was already annoyed at the company and not looking to buy anything else.
Regal Cinemas - the company owns a chain of movie theaters.	The company wanted to encourage going to the movies on slower days of the week. By signing up for the Regal card, you get a free small popcorn every time you go to the movies on Tuesdays. As a side benefit, Regal gets to track what movies you attend.	It succeeded because getting free popcorn made it more attractive to go to the theater, rather than renting a movie at home. Plus, since popcorn is so expensive at the theater, it felt nice to be rewarded with something free for being a loyal customer.	Victoria's Secret	The company regularly mails out coupons for a free item of underwear, plus \$10 off any bra. They are encouraging people to enter the store on the hope they use the bra discount or buy other items.	It failed because they do not stock enough items in my size and the lines for the cashier are very long. I pick up my free item and leave because I cannot find items that fit and it is frustrating to see something cute and then after extensive searching realize it is not in my size.
Starbucks	They have made coffee drinking into a social behavior. They have shown their customers how this idea can be used by creating a space as a demonstration.	They have used customers to educate customers, so people learn by observing and doing. In a sense, their way of advertising feels less commercial.	Wang Lei Hair salon (shanghai, China)	They used promotion to buy customer loyalty and cross sell. They tried to convince their salon goers to get facial, massage and manicure all at the same time through pricing.	Pricing based behavior conversion is not sustainable. I found out that it was really not that convenient to always get everything together, and stopped after first try.
Harrah's Entertainment. Gambling	Spend more money. Comps to restaurants and comps to gamble more	Yes.	Disney. Watching television (ABC)	Wanted me to watch more television. It used advertising during the show to cross promote other upcoming shows during the week.	Because I have Tivo I skip the advertisements.