Business I
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I. Chain Stores Benefit Local Businesses
Preparing to Read

1. WHAT DO YOU ALREADY KNOW?
   When the big chain stores such as Home Depot, Wal-Mart, and Starbucks move into town, what effect do they have on small, local businesses?

2. WHAT WOULD YOU LIKE TO LEARN?
   List the things you would like to learn about how the big chain stores might benefit small businesses.

3. FIRST READING: FINDING NEW WORDS
   Read the article “Chain Stores Benefit Local Businesses” and underline all the words you do not understand. When you finish, enter these words in your vocabulary journal.
Chain Stores Benefit Local Businesses
Kirsten Engdahl

When chain stores come to town, it seems inevitable that smaller, local stores will soon be driven out of business. In many cases, however, chain stores actually help local stores and consumers. For example, the national advertising of businesses such as Petco creates a demand for products that benefits independent pet stores. Similarly, gourmet coffee chains such as Starbucks have shown local businesses that customers are willing to pay $4 or more for fancy coffee. As a result, independent coffee shops have been able to raise their prices and make greater profits.

Beverly’s Pet Center in Pembroke Pines, Florida, should have a GOING OUT OF BUSINESS sign in its window. A family-owned shop that has sold animals and supplies since 1974, it is surrounded by hulking outlets of PetsMart, Pet Supermarket, and Pet Supplies Plus. Facing the cut-rate prices of these giant chains, Beverly’s was expected to be run out of business, but it wasn’t. Kids love it and pester their parents to take them to Beverly’s because it features a 4,000 gallon shark pond, exotic animals, puppies, and hamster races. The store also gives out free popcorn. One of Beverly’s big rivals, PetsMart, abandoned a location across the street from the shop and relocated several miles away. Beverly’s moved into PetsMart’s old superstore in 2001, doubling its square footage, and reports that its sales are rising 10% annually.

Beverly’s success is part of a feisty comeback by independent shopkeepers, and not just in the pet business. Mom-and-pop retailers in several industries—books, coffee and hardware—are prospering in the shadow of popular national chains like Barnes & Noble, Starbucks, and Home Depot. This wasn’t the case for much of the 1990s, when lower prices and broader selection enabled the giants to crush local shops. And to be sure, in the mass-merchandising field, Wal-Mart continues to crush most rivals, whatever their size. But big specialty retailers today are focused more on fighting one another—and fending off Wal-Mart—than on targeting stores such as Beverly’s, whose $3 million in annual sales is nothing to them.
Why the comeback? In part, it's survival of the fittest. Aggressive competition from the chains killed thousands of shaky retailers. Some were financially strapped and couldn't afford higher rents. Others tried to match the discounters' prices and perished. In hardware, many old-timers were not willing to invest in merchandising or such new technologies as inventory-management systems and instead let their businesses decline until they retired.

The survivors in each field, however, discovered ways to compete. Almost all provide superior service. Their sales staffs know their products and customers well and stock what the locals want. They emphasize convenience and make things easy to find. Some choose specialties in which they can excel, whether it's children's books or saltwater fish. And many now employ more sophisticated pricing strategies.

The billions of dollars the big box stores spend for advertising and marketing have not only strengthened business for the chain brands, but it has helped the small stores thrive by creating a demand for items and services the small stores offer. In the pet-shop business, firms like Petco helped spark a boom in part by changing people's conception of smelly, chaotic pet stores. After folks found that they adored their new cockatiel, they started going to local shops for accessories unavailable at the chains, he says. The hostility between the independents and the chains has eased somewhat because of the realization they can help each other. Want a hedgehog? You'll have to visit a local pet shop—the big chains haven't a clue how to care for them. However, hedgehog food is available at Petco.

The complementary effect may be even more robust in the coffee trade. After Starbucks proved that plenty of customers will pay $4 for a soy-caramel machiatto, many local shops profited from selling equally fancy fare. Michael Thomas, co-owner of the Unicorn Cafe in Evanston, Illinois, says that after a Starbucks opened across the street from his place in 1992, the increased customer traffic in the neighborhood provided him with his best year ever. His yearly revenues have been up 40% since then. "We always felt guilty about raising prices," he says, "but Starbucks helps us do that from time to time."

Many independents have also exploited the Starbucks backlash. Mike Sheldrake, owner of Polly's Gourmet Coffee in Long Beach, California, was losing money before he created an anti-corporate atmosphere in his shop. He featured a giant antique coffee roaster and encouraged his employees to remember regular customers' names. He has been profitable ever since. "It's as close to a hometown watering hole as you can get," says client Howard Homan, a retired civil servant.
The independent’s success hasn't escaped the chains’ notice. Both Home Depot and Borders Books & Music are experimenting with smaller-format stores. Home Depots are supposed to become more user friendly, especially for women, who perform a growing proportion of home-improvement jobs and have been instrumental in Lowe's rapid growth. But the best-run independents should continue to stay ahead of the competition if they're mindful of the old bear joke: Two guys are backpacking and notice a bear approaching. One guy drops his backpack and starts running, while his buddy stays put, frozen in fear. "You can't outrun a bear," shouts the guy standing still. "I know," replies the sprinter. "I just have to outrun you."


Gale Document Number: EJ3010459207
4. **ANNOTATE THE ARTICLE**  
   On a separate sheet of lined binder paper, annotate the article using a triple entry journal. When you finish, ask a tutor to check your work.

5. **SUMMARIZE THE ARTICLE**  
   Once an instructor checks and signs off your annotations, you are ready to write a summary of the article. On a separate sheet of lined binder paper, use your annotations to write a summary of the article. When you finish, ask a tutor to check your work.

6. **WHAT DID YOU LEARN?**  
   List the interesting things you learned about how big chain stores benefit local businesses.

7. **APPLYING WHAT YOU LEARNED**  
   Where do you usually shop: small, local businesses, or the big chain stores? Explain why.
II. Women Make Better Corporate Leaders

Preparing to Read

1. WHAT DO YOU ALREADY KNOW?
   How do you think women might manage a corporation differently than men?

2. WHAT WOULD YOU LIKE TO LEARN?
   List the things you would like to learn how women manage corporations.

3. FIRST READING: FINDING NEW WORDS
   Read the article “Women Make Better Corporate Leaders” and underline all the words you do not understand. When you finish, enter these words in your vocabulary journal.
Women Make Better Corporate Leaders
Joanna L. Krotz

More and more women are becoming business owners and executives and are gaining power in the business world. Nearly 11 million privately held companies are now run by women, according to the Center for Women Business Research, based in Washington, D.C. That accounts for nearly half (47.7%) of all private companies in the United States. In addition, women-owned companies now generate $2.5 trillion in annual sales and employ 19 million people nationwide.

Typically, women operate and manage those businesses in significantly different ways than men do. Recent studies point out that while both male and female styles of leadership can be effective; females frequently have the edge. Women often manage businesses better than the guys.

When comparing male and female managers, men are said to command and control while women build teams. Debra Burrell, a psychological social worker in New York, says, "Women managers tend to have more of a desire to build than a desire to win." In addition, women are more willing to seek other people’s opinions and ask questions. Men, on the other hand, often think if they ask other people for advice, they'll be perceived as unsure or as leaders who don’t have answers, according to Burrell.

Women generally outperform men in communications and interpersonal skills. Women encourage openness and make themselves more accessible. They are better than men at empowering staff. They also respond more quickly to calls for assistance. Furthermore, they identify problems more quickly and more accurately and are better at defining job expectations and providing feedback.

How do such "female" traits translate into better business management? By communicating goals more readily and expressing appreciation more often, women tend to be better at making staffers feel recognized and rewarded. That translates into cost-effective staffing and recruiting. In today's workplace, when employees juggle multiple jobs, and technology enables even the smallest businesses to compete in global marketplaces, the ability of women to make staff feel charged up and valued is a definite competitive edge. Money is not the primary reason talented people stay on the job. Rather, they stay predominantly because of relationships. "Women get that," says Christian of Hewlett-Packard.

As girls and boys grow up, of course, they're molded by differing sets of social rules and expectations. Gender obviously colors behavior, perception, and just about everything else. However, it is not only socialization that shapes men and women, it is also biology. In the past few decades, researchers have
discovered physiological variations in the brains of men and women. For example, male brains are about 10% larger than female brains. But women have more nerve cells in certain areas. Women also tend to have a larger corpus callosum—the group of nerve fibers that connects left and right hemispheres. That makes women faster at transferring data between the computational, verbal left half and the intuitive, visual right half. The result is that women are more flexible and find it easier to multitask. Men are usually left-brain oriented. That often makes them better at solving abstract equations and problems.

Lately, women are demonstrating higher levels of traditional "hard" or "male" skills as well. Some investigators suggest that many women workers had such skills all along, but that male bosses either overlooked or misperceived them. Others think the cumulative years of experience for women are broadening their skills.

One influential study, conducted in 1996 by a management consultant company, Advanced Teamware, analyzed a database of assessments for more than 6,000 managers. Such assessments included anonymous reviews from a manager's peers, supervisors and subordinates. The study looked at a range of managerial behavior, including problem solving, controlling, leading, communicating, and more. Previous studies had shown that women excelled in interpersonal skills (right brain), not in intellectual skills (left brain). This newer study, however, reveals that women are considered better performers in both right- and left-brain skill areas.

If women have the managerial edge, why don't you see more of them in positions of power? There are still very few women running Fortune 500 companies (America's largest companies) and, in the corporate vice president ranks, there are roughly three men to every woman. It is probably because men are used to running the show and, for the most part, don't reward "female" style management because they see it as weak. Women have had to prove, repeatedly, that their way of managing works. Then, too, women have only begun to rise on corporate ladders. Give them time.

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4. **ANNOTATE THE ARTICLE**
   On a separate sheet of lined binder paper, annotate the article using a triple entry journal. When you finish, ask a tutor to check your work.

5. **SUMMARIZE THE ARTICLE**
   Once an instructor checks and signs off your annotations, you are ready to write a summary of the article. On a separate sheet of lined binder paper, use your annotations to write a summary of the article. When you finish, ask a tutor to check your work.

6. **WHAT DID YOU LEARN?**
   List the interesting things you learned about how women make better corporate leaders.

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7. **APPLYING WHAT YOU LEARNED**
   Author Joanna L. Krotz says that there are still very few women running the Fortune 500 companies (America’s largest companies). Do you think women will ever find a place at the top of the America’s largest companies? Why or why not?

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Preparing to Read

1. WHAT DO YOU ALREADY KNOW?
   What do you know about the two online companies YouTube and Google? Do you know how they make their money?

2. WHAT WOULD YOU LIKE TO LEARN?
   List the things you would like to learn about how one of the richest online companies, Google, makes money.

3. FIRST READING: FINDING NEW WORDS
   Read the article “Watch the Funny Kittens!” and underline all the words you do not understand. When you finish, enter these words in your vocabulary journal.
Most great tech companies start out with one great idea, and for Google it was figuring out how to make money off the work of others. Google doesn't publish any books or magazines or newspapers. It doesn't employ writers. Yet Google probably makes more money off the printed word than anyone else on the planet. (It might make more than everyone else combined.)

Three years ago, Google set out to bring that freeloading business model to the world of video when it spent $1.65 billion to acquire YouTube, which was then an 18-month-old video-sharing site that was losing money like crazy. Google wouldn't make any movies or TV shows, of course. Instead it would get people to send their videos to YouTube. Then Google would place ads next to those videos and keep most of the money. Google’s purchase of YouTube was a brilliant move: the users would provide the videos and do all the work, while Google sat back and got richer! Users felt like they were getting a great deal because they could upload videos for free—and it never occurred to them that they were turning themselves into unpaid employees of Google.

But the plan hit a brick wall. It turns out advertisers weren't crazy about placing their brands next to that "user-generated content." Yes, YouTube generated some advertising revenue, but not enough to cover costs. Worse yet, YouTube became wildly popular. The users did as they were supposed to, and started flooding YouTube with videos. These days YouTube is the third-biggest site on the Internet, with 426 million monthly visitors who upload 20 hours of video every minute. But the more stuff people put on YouTube, the more computers and data-storage equipment Google must buy. Google also pays to ship videos across the Internet to viewers. Instead of creating a digital gold mine, Google has created a digital sinkhole--the bigger YouTube gets, the more Google must spend to keep it running.

Now Google is trying to dig its way out of the hole by signing deals with Hollywood companies to get actual movies and TV shows, but they won't get it for free. Unlike those users who upload home movies of cute kittens and laughing babies, Hollywood companies don't give things away for free. To get Hollywood content, Google must pay licensing fees. Also, the Hollywood guys all operate their own video sites, and they want to keep the lion's share of the advertising income and give only a tiny portion to YouTube.
Google is also trying to bring in cash by plastering ads all over YouTube. There are ads in the sidebar next to the video window. There are "preroll" ads that run before a video clip. There are ads overlaid on top of videos. There are "click to buy" ads that take you to Amazon's music store. Google is also selling branded home pages to promote movies--Warner Bros. has one for the new Harry Potter movie, for example.

Yet all this frantic effort isn't producing very much. Google has not made any money off their purchase of YouTube. And in Google's financial statements, they list YouTube in the section titled "Risk Factors" and admit that the anticipated financial benefits of this acquisition may not occur.

Google is not admitting defeat on YouTube. "We're growing the business by experimenting, innovating, and learning from both our successes and failures," a spokesman says. He adds that he's really peeved about the way analysts keep trying to estimate how much money YouTube is losing. He's also peeved that reporters keep publishing those analyst estimates. To be sure, those estimates are all over the place. Nobody seems to have a clue what's going on inside YouTube. Why doesn't Google just provide the actual figures? After all, Google CEO Eric Schmidt often touts the virtue of techno-driven "transparency." Well, don't hold your breath.

One thing is certain: however much YouTube is losing, Google can take the hit. The company has $18 billion in the bank and this year will generate nearly $6 billion in net profit on sales of $22 billion. Google might even be happy to lose money on YouTube, because this lets Google cry poor when it negotiates licensing deals with Hollywood companies, says Tony Greenberg, CEO of Ramp-Rate, a consultancy and research company. At the very least, the deal has given Google a leading position in a market that someday will be huge. The real challenge for Google is that to prosper in online video it will need to learn a new way of doing business, one in which it is no longer enough to just scoop up all the money while others do the heavy lifting. That, for Google, will take some getting used to.


Gale Document Number:A203768284
4. ANNOTATE THE ARTICLE
On a separate sheet of lined binder paper, annotate the article using a triple entry journal. When you finish, ask a tutor to check your work.

5. SUMMARIZE THE ARTICLE
Once an instructor checks and signs off your annotations, you are ready to write a summary of the article. On a separate sheet of lined binder paper, use your annotations to write a summary of the article. When you finish, ask a tutor to check your work.

6. WHAT DID YOU LEARN?
List the interesting things you learned about how Google operates.

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7. APPLYING WHAT YOU LEARNED
Do you think that the way Google operates is a fair and ethical way to do business? Why or why not?
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IV. Smart Homes for the Elderly

Preparing to Read

1. WHAT DO YOU ALREADY KNOW?
A “smart home” takes over many of the tasks or chores of daily living. What sort of appliances and other devices do you know about that have already been developed to make household chores easier? What sort of things could be developed to assist the elderly in their homes?

2. WHAT WOULD YOU LIKE TO LEARN?
List the things you would like to learn about the new automated “smart homes” scientists are developing to assist the elderly.

3. FIRST READING: FINDING NEW WORDS
Read the article “Smart Homes for the Elderly” and underline all the words you do not understand. When you finish, enter these words in your vocabulary journal.
Smart homes, in which automation and other technologies assist with household tasks and chores, and monitor the home and its residents, offer the elderly great benefits. Smart homes are a superior alternative to nursing homes; they are cost-effective and can allow the elderly to live independently and be happier. Smart homes also can help the elderly to keep in touch with and be closely supervised by other family members, and to follow daily routines such as taking medications. As the population ages in industrialized nations, the elderly will adopt smart homes and assistive technologies to remain self-reliant.

Elders will have good reason to adopt intelligent appliances. A system that enables an 80-year old woman to continue to live safely in her own home, while advising her children whether she's okay or has become ill or depressed, offers life-changing benefits. Technologies that allow elders to "age-in-place" look even more appealing once you consider the high cost—both financial and psychological—of nursing homes, let alone weighing the projected shortage of nurses throughout the rapidly aging, advanced world.

Elders won't just be early adopters; they will become influencers. Aging-in-place technologies will have powerful effects. Unlike smart kitchens or house remote controls, assisted-living technologies deliver benefits to entire families. Some systems, like the Digital Family Portrait, will help keep elders and their families connected. Others will provide regular updates about an elder's condition to physicians and/or family members. Finally, all aging-in-place technologies will allow families to avoid—or at least delay—the upheaval of moving elders out of their homes.

Current "smart appliances" are designed to simplify household management. Smart refrigerators know their contents, suggest dinner menus, and can order groceries online. Smart washing machines can read tags on garments and warn users of mismatched items or tailor wash cycles. Future intelligent appliances will be variations of these current appliances, with one key difference: they will connect to other devices or software. The smart refrigerator of the future will be able to create menu recommendations by gathering information from both the household schedule database and a medical software agent that tracks food allergies and prescriptions. Smart washing machines will consult schedules and weather forecasts to see what clothes will be needed and when they need to be cleaned.
Today's intelligent appliances are aimed at wealthy early adopters. But the future of these appliances lies with the rapidly growing number of elderly in North America, Europe, and Asia. As many companies now realize, retiring baby boomers are going to form an important new market in the coming years. In the United States, the share of the population over age 65 will increase from 13% in 2000 to 20% by 2050.

This generation of elders will redefine old age, work hard to remain active and independent, and possess the financial means to support such efforts. The boomer generation has been a global cultural force and center of market attention since the 1960s. Its members are used to having their tastes reflected in the market and will not accept the public and personal frailty that has defined age in the past. As Harvard public health Professor Jay Winsten put it, "boomers won't stand for being put out to pasture."

Aging boomers will be too attractive of a market to ignore. In developed countries, people over age 50 own three-quarters of all financial assets and half of all spending power. They have more time to spend their money. A few decades ago, most people lived only a few years beyond retirement. In contrast, workers retiring today can look forward to 15-30 years of leisure. Thanks to medical advances and healthier living, they can also expect to remain active longer. Free time, health, and relative financial comfort are creating a mature market of immense potential. Over the last two decades, consumption by the over-50s in Europe has increased three times as fast as that by the rest of the population. In industrialized countries, people over 50 buy about half of all new cars (something auto makers are just starting to respond to).

How will elders cope with the challenges of aging? Many will turn to technologies that will help them remain independent and continue living in their homes. Elders are much more likely to stay active when their social lives are active and they're in touch with family and friends. Active elders are healthier elders. Sedentary elders are at greater risk of heart disease, diabetes, and obesity. Likewise, there is evidence that, by remaining mentally and physically active, elders can fight the onset of Alzheimer's. Having a house that does too much to take care of you, can be bad for you. These insights have driven work on intelligent appliances in two directions: toward the development of connective systems and assistive systems.

Connective systems keep active, independent elders in touch with family and friends. These systems might, for example, remind a user that they haven't talked with a relative in a few days (or, for more distant relatives, in weeks). This system might link with calendaring systems to schedule a get-together with neighbors. They might analyze a resident's sleep and activity patterns, alerting a child or doctor if an elderly parent's routine shifts dramatically—an indication that something could be wrong.
Assistive systems are designed to help users with everyday tasks. One early example is the smart medicine chest: cabinets connected to medical databases and other services. A smart medicine chest would be a delivery platform for a variety of health services. A smart medicine chest could also remind users to take their medicine and verify that they've completed a prescription-drug course. It could warn patients against taking drug combinations that produce adverse effects. If connected to a physician's office, the chest could order automatic refills when a prescription runs low. The taking of medication can be a major problem. Forty percent of prescription-drug courses aren't finished, which keeps people from getting well, helps create new drug-resistant illnesses, and increases overall health care costs.

More complex assistive systems are designed to help elders who have problems with household tasks or memory. These consist of monitoring devices in rooms or furniture that closely follow vital signs, provide guidance in preparing meals and other daily tasks, and warn against potential dangers—unattended pot boiling, bath water that's too hot, or clutter on the floor that creates a hazard. For example, Georgia Tech's Memory Mirror can sense when an object has been moved and places a photograph of the object on a digital "mirror" showing the last 24 hours. The mirror helps users remember whether they've done daily tasks like feeding pets or taking medicine.

The ideal smart house used to be thought of as one that would take care of everything for you. It would be a "machine for living in." In contrast, today's scientists are creating systems that will help residents do things, instead of systems that do things for them. The smart home of the future will require human effort in ways that keep life as mentally and physically challenging as possible as people age.

Source Citation:
Gale Document Number: EJ3010526212
4. **ANNOTATE THE ARTICLE**
   On a separate sheet of lined binder paper, annotate the article using a triple entry journal. When you finish, ask a tutor to check your work.

5. **SUMMARIZE THE ARTICLE**
   Once an instructor checks and signs off your annotations, you are ready to write a summary of the article. On a separate sheet of lined binder paper, use your annotations to write a summary of the article. When you finish, ask a tutor to check your work.

6. **WHAT DID YOU LEARN?**
   List the interesting things you learned about the new “smart homes” being developed for the elderly.

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7. **APPLYING WHAT YOU LEARNED**
   “The smart home of the future will require human effort in ways that keep life as mentally and physically challenging as possible as people age.”

   Imagine the perfect *smart home* for you when you retire or grow older. Write a paragraph describing your ideal *smart home*.

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19
V. Not in the Business of Hurting the Planet

Preparing to Read

1. WHAT DO YOU ALREADY KNOW?
What sort of things do big corporations and manufacturers do to harm the environment?

What are some of the things companies could do to protect the environment?

2. WHAT WOULD YOU LIKE TO LEARN?
List the things you would like to learn about what companies can do to protect the environment.

3. FIRST READING: FINDING NEW WORDS
Read the article “Not in the Business of Hurting the Planet” and underline all the words you do not understand. When you finish, enter these words in your vocabulary journal.
Not in the Business of Hurting the Planet
Kent Garber

It is early September, a warm afternoon in western Wyoming in the shadows of the Teton Range, and the Snake River is flowing swiftly to the south a couple of hundred yards behind Yvon Chouinard's house. With a simple fly-fishing rod in one hand, Chouinard is jumping across rocks with the learned ease of the world-class mountain climber he was in his youth. Yvon Chouinard does this a lot. "I'll go fishing for two or three weeks sometimes, where no one can get a hold of me," says the founder and owner of Patagonia, the outdoor equipment and clothing company. Chouinard, who is 70 but looks younger, doesn't care much about selling jackets these days. "The reason I am in business is I want to protect what I love," he says.

Chouinard, who was born in Maine and grew up in Southern California, got into the outdoor product business in the 1950s as a self-taught blacksmith, making high-quality metal pitons for himself and friends to use as anchors on risky climbs, then expanded into clothing in the 1970s. But since the 1980s, Chouinard has put environmental activism at the forefront of his company. In 1994, in fact, he threatened to walk away from Patagonia after learning that cotton from industrial farming, which figured in 20 percent of the company's sales, required all sorts of toxic chemicals and was devastating for Earth. "I said, 'I don't want to be in business if I have to use this product.'" He gave the company 18 months to switch completely to organic cotton.

The transition was difficult. Patagonia had to find farmers who grew organic cotton. It had to overcome resistance from banks whose interests were tied to major chemical companies. It had to find new gins and mills. "We went a year without making a profit on our cotton products," he says. Needless to say, Patagonia survived. It has continued growing at a steady, albeit conservative, pace for more than a decade. Sales in 2007 reached $270 million. Even with the recession, Chouinard says, Patagonia is on track to have its best year ever.

But the bigger point, he says, is that the switch was profitable and the right thing to do, a concept that corporate America often doesn't get. "Corporations are real weenies," he says. "They are scared to death of everything. My company exists, basically, to take those risks and prove that it's a good business."
He's been wildly successful at convincing others, too. Since 1985, Patagonia has donated 1 percent of its annual sales to grass-roots environmental groups, and it has gotten more than 1,200 companies to follow its lead as part of its "1% for the Planet" group. Patagonia has managed to persuade companies like Nike, Timberland, and even Wal-Mart to begin switching to organic cotton. Lately, it has brought together an unprecedented coalition of governors, businesses, and environmental groups to protect animal migration corridors.

For all the success, Chouinard conveys a fair amount of pessimism. He acknowledges that every product, no matter how much thought goes into it, has a destructive impact on Earth. Nothing, he says, is completely sustainable. "I avoid using that word as much as I can," he says. Nonetheless, "I keep at it, because it's the right thing to do."

Source Citation: Garber, Kent. "Not in the Business of Hurting the Planet; Yvon Chouinard: Environmentalist, CEO.(Interview)." U.S. News & World Report. 146. 10 (Nov 1, 2009): 63.
Gale Document Number: A210239257
4. **ANNOTATE THE ARTICLE**
   On a separate sheet of lined binder paper, annotate the article using a triple entry journal. When you finish, ask a tutor to check your work.

5. **SUMMARIZE THE ARTICLE**
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6. **WHAT DID YOU LEARN?**
   List the interesting things you learned about Yvon Chouinard's efforts to protect the environment.

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7. **APPLYING WHAT YOU LEARNED**
   Yvon Chouinard says that “every product, no matter how much thought goes into it, has a destructive impact on Earth.” Do you think the government should hold corporations and companies responsible for the damage they do to the environment when they create their products? Why or why not?

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PULLING IT ALL TOGETHER

You’ve read five articles about different ways people define success in business. Write a paragraph describing how success is defined in each of these articles.