



01

[1] With the Internet, everything changed.

[2] Product problems, overpromises, the lack of customer support, differential pricing — all of the issues that customers actually experienced from a marketing organization suddenly popped out of the box.

[3] No longer were there any controlled communications or even business systems.

[4] Consumers could generally learn through the Web whatever they wanted to know about a company, its products, its competitors, its distribution systems, and, most of all, its truthfulness when talking about its products and services.

[5] Just as important, the Internet opened up a forum for customers to compare products, experiences, and values with other customers easily and quickly.

[6] Now the customer had a way to talk back to the marketer and to do so through public forums instantly.



02

- [1] There is nothing more fundamental to the human spirit than the need to be mobile.
- [2] It is the intuitive force that sparks our imaginations and opens pathways to life-changing opportunities.
- [3] It is the catalyst for progress and personal freedom.
- [4] Public transportation has been vital to that progress and freedom for more than two centuries.
- [5] The transportation industry has always done more than carry travelers from one destination to another.
- [6] It connects people, places, and possibilities.
- [7] It provides access to what people need, what they love, and what they aspire to become.
- [8] In so doing, it grows communities, creates jobs, strengthens the economy, expands social and commercial networks, saves time and energy, and helps millions of people achieve a better life.



03

[1] Back in 1996, an American airline was faced with an interesting problem.

[2] At a time when most other airlines were losing money or going under, over 100 cities were begging the company to service their locations.

[3] However, that's not the interesting part.

[4] What's interesting is that the company turned down over 95 percent of those offers and began serving only four new locations.

[5] It turned down tremendous growth because company leadership had set an upper limit for growth.

[6] Sure, its executives wanted to grow each year, but they didn't want to grow too much.

[7] Unlike other famous companies, they wanted to set their own pace, one that could be sustained in the long term.

[8] By doing this, they established a safety margin for growth that helped them continue to thrive at a time when the other airlines were flailing.



04

[1] Daylight isn't the only signal that the brain can use for the purpose of biological clock resetting, though it is the principal and preferential signal, when present.

[2] So long as they are reliably repeating, the brain can also use other external cues, such as food, exercise, and even regularly timed social interaction.

[3] All of these events have the ability to reset the biological clock, allowing it to strike a precise twenty-four-hour note.

[4] It is the reason that individuals with certain forms of blindness do not entirely lose their circadian rhythm.

[5] Despite not receiving light cues due to their blindness, other phenomena act as their resetting triggers.

[6] Any signal that the brain uses for the purpose of clock resetting is termed a zeitgeber, from the German "time giver" or "synchronizer."

[7] Thus, while light is the most reliable and thus the primary zeitgeber, there are many factors that can be used in addition to, or in the absence of, daylight.



05

[1] In their study in 2007 Katherine Kinzler and her colleagues at Harvard showed that our tendency to identify with an in-group to a large degree begins in infancy and may be innate.

[2] Kinzler and her team took a bunch of five-month-olds whose families only spoke English and showed the babies two videos.

[3] In one video, a woman was speaking English.

[4] In the other, a woman was speaking Spanish.

[5] Then they were shown a screen with both women side by side, not speaking.

[6] In infant psychology research, the standard measure for affinity or interest is attention — babies will apparently stare longer at the things they like more.

[7] In Kinzler's study, the babies stared at the English speakers longer.

[8] In other studies, researchers have found that infants are more likely to take a toy offered by someone who speaks the same language as them.

[9] Psychologists routinely cite these and other experiments as evidence of our built-in evolutionary preference for "our own kind."



06

[1] Recent research suggests that evolving humans' relationship with dogs changed the structure of both species' brains.

[2] One of the various physical changes caused by domestication is a reduction in the size of the brain: 16 percent for horses, 34 percent for pigs, and 10 to 30 percent for dogs.

[3] This is because once humans started to take care of these animals, they no longer needed various brain functions in order to survive.

[4] Animals who were fed and protected by humans did not need many of the skills required by their wild ancestors and lost the parts of the brain related to those capacities.

[5] A similar process occurred for humans, who seem to have been domesticated by wolves.

[6] About 10,000 years ago, when the role of dogs was firmly established in most human societies, the human brain also shrank by about 10 percent.