

Естетичний інтелект

Книжка Полін Браун «Естетичний інтелект» показує, наскільки важлива естетика в нашому житті і, звісно, в бізнесі. Пані Браун переконана: це м'яз, який можна накачати, тобто будь-хто може розвинути естетичне чуття й застосовувати це вміння на практиці. На думку авторки, естетична складова продукту не менш важлива за його функціональність, а компанії мусять приділяти естетиці стільки ж уваги, скільки й фінансовим звітам. Як прокачати «естетичний м'яз», як сформувати естетичну цінність товарів, як правильно розказати про це споживачам — на ці й інші теми авторка веде з читачем невимушену розмову, наводячи безліч прикладів сильних естетичних рішень, втім, залишає досить простору для власних висновків.



Полін Браун

ЕСТЕТИЧНИЙ ІНТЕЛЕКТ

ЯК ЙОГО РОЗВИНУТИ Й ВИКОРИСТОВУВАТИ
В БІЗНЕСІ Й ЖИТТІ

ВИДАВНИЦТВО

ФАБУЛА
#PRO

Примітки

Вступ. Естетика має значення

1 “Future Craft,” Panasonic,
<https://www.panasonic.com/global/corporate/technology-design/our-design.html>.

Розділ 1. Естетична перевага

1 “CNBC Transcript: LVMH Chairman & CEO Bernard Arnault Speaks with CNBC’s ‘Squawk on the Street’ Today,” CNBC, May 6, 2014,
<https://www.cnbc.com/2014/05/06/cnbc-transcript-lvmh-chairman-ceo-bernard-arnault-speaks-with-cnbc-squawk-on-the-street-today.html>.

2 Caroline Hallemann, “New Louis Vuitton Exhibit Shows Off the Glamorous History of the Brand,” Town & Country, October 27, 2017,
<https://www.townandcountrymag.com/style/fashion-trends/a13107658/new-louis-vuitton-exhibit/>.

3 Jacoba Urist, “Is Good Taste Teachable?,” New York Times, October 4, 2017, <https://www.nytimes.com/2017/10/04/style/design-good-taste.html>.

4 Wei Gu and Dean Napolitano, “Hermès Birkin Bagged for Record Price at Christie’s Hong Kong Auction,” Wall Street Journal, June 2, 2015,
<https://www.wsj.com/articles/hermes-birkin-bagged-for-record-price-at-christies-hong-kong-auction-1433149955>.

5 “Perfumer Jo Malone on Her Superhuman Sense of Smell,” Good Morning Britain, March 17, 2017, <https://www.youtube.com/watch?v=QEHw144GyzQ>.

6 Телефонне інтерв’ю з Еддою Гудмунсдоттір, 16 січня 2019 року.

7 Вищевказане джерело.

Розділ 2. Відновлення зв'язку з почуттями

1 “Augmented Reality in Lego Stores,” Retail Innovation, August 4, 2013, <http://retail-innovation.com/augmented-reality-in-lego-stores/>.

2 Matthew Carroll, “How Retailers Can Replicate the ‘Magic’ of the Apple Store...Online,” Forbes, June 26, 2012, <https://www.forbes.com/sites/matthewcarroll/2012/06/26/how-retailers-can-replicate-the-magic-of-the-apple-store-online/#1801e66da873>.

3 “Ingrid Fetell Lee Studies Joy and Reveals How We Can Find More of It in the World Around Us,” TED, https://www.ted.com/speakers/ingrid_fetell_lee.

4 Georgia Frances King, “Your Sense of Smell Controls What You Spend and Who You Love,” Quartz, August 16, 2018, <https://qz.com/1349712/companies-like-starbucks-use-smells-to-keep-us-buying-heres-why-it-works/>.

5 Jennifer Welsh, “Smell of Success: Scents Affect Thoughts, Behaviors,” Live Science, June 16, 2011, <https://www.livescience.com/14635-impression-smell-thoughts-behavior-flowers.html>.

6 “The Scent of Coffee Appears to Boost Performance in Math,” Stevens Institute of Technology, July 17, 2018, <https://www.stevens.edu/news/scent-coffee-appears-boost-performance-math>.

7 Shilpa Shah, “It’s Not Retail That’s Dying. It’s Our Imagination,” Business of Fashion, June 8, 2018, <https://www.businessoffashion.com/articles/opinion/op-ed-its-not-retail-thats-dying-its-our-imagination>.

8 Amit Kumar and Nicholas Epley, “Undervaluing Gratitude: Expressers Misunderstand the Consequences of Showing Appreciation,” Psychological Science 29, no. 9 (June 27, 2018): 1423–35, <https://journals.sagepub.com/doi/abs/10.1177/0956797618772506?journalCode=pssa>.

9 Peter Merholz, “The Future of Retail? Look to Its Past,” Harvard Business Review, December 12, 2011, <https://hbr.org/2011/12/the-future-of-retail-look-to-i>.

10 Francesca Landini, “Unilever Buys Premium Ice Cream Maker GROM,” Reuters, October 1, 2015, <https://www.reuters.com/article/us-unilever-m-a-grom-idUSKCN0RV5BO20151001>.

11 Bloomberg, “How Phillip Plein Made Bad Taste Big Business,” Business of Fashion, July 17, 2018, <https://www.businessoffashion.com/articles/news-analysis/how-philipp-plein-made-bad-taste-big-business>.

12 “Tops,” Philipp Plein, <https://www.plein.com/us/women/clothing/tops/>.

13 “Philipp Plein Acquires Billionaire Italian Couture,” CPPLuxury, April 29, 2016, <https://cpp-luxury.com/philipp-plein-acquires-billionaire-italian-couture/>.

14 Caitlin O’Kane, “Gucci Removes \$890 ‘Blackface’ Sweater, Apologizes after Receiving Backlash,” CBS News, February 7, 2019, <https://www.cbsnews.com/news/gucci-blackface-sweater-gucci-removes-890-blackface-sweater-apologizes-after-receiving-backlash/>.

15 Olivia Pinnock, “Can D&G Recover from Its China Crisis?,” Drapers, December 8, 2018, <https://www.drapersonline.com/news/can-dg-recover-from-its-china-crisis/7033285.article>.

16 Christopher Brito, “Prada Accused of Using Blackface Imagery at NYC Store and Online,” CBS News, December 14, 2018, <https://www.cbsnews.com/news/prada-blackface-soho-manhattan-broadway-racist-accusation-store-online-today-2018-12-14/>.

17 Jennifer Newton, “Wine Snobs Are Right: Glass Shape Does Affect Flavor,” Scientific American, April 14, 2015, <https://www.scientificamerican.com/article/wine-snobs-are-right-glass-shape-does-affect-flavor/>.

18 Steven Kolpan, “Good Glasses Make Wine Taste Better,” Salon, April 21, 2010, https://www.salon.com/2010/04/21/wine_glass_shapes_matter/.

19 Вищевказане джерело.

20 Телефонне інтерв’ю з Джессікою Норріс, 24 серпня 2018 року.

21 Katia Moskvitch, “Why Does Food Taste Different on Planes?,” BBC, January 12, 2015, <http://www.bbc.com/future/story/20150112-why-in-flight-food-tastes-weird>.

22 A. T. Woods, T. Poliakoff, D. M. Lloyd, et al., “Effect of Background Noise on Food Perception,” Food Quality and Preference 22, no. 1 (January 2011): 42–47, <https://www.sciencedirect.com/science/article/abs/pii/S0950329310001217>.

23 Roni Caryn Rabin, “‘I’ll Have the Cake.’ The Music Made Me Do It,” New York Times, May 31, 2018, <https://www.nytimes.com/2018/05/31/well/eat/ill-have-the-cake-the-music-made-me-do-it.html>.

24 Julian Treasure, “The Four Ways Sound Affects Us,” TED Talk, July 2009, https://www.ted.com/talks/julian_treasure_the_4_ways_sound_affects_us.

25 Catherine Saint Louis, “Fragrance Spritzers Hold Their Fire,” New York Times, April 15, 2011, <https://www.nytimes.com/2011/04/17/fashion/17Fragrance.html>.

26 “New Rollers Get Old Scent of Success,” Telegraph, July 10, 2000, <https://www.telegraph.co.uk/news/uknews/1347753/New-Rollers-get-old-scent-of-success.html>.

27 Emily Bryson York, “Starbucks Posts Loss for Third Quarter,” Ad Age, July 31, 2008, <http://adage.com/article/news/starbucks-posts-loss-quarter/130024/>.

28 King, “Your Sense of Smell Controls What You Spend and Who You Love.”

29 Myung-Haeng Hur, Joohyang Park, Wendy Maddock-Jennings, et al., “Reduction of Mouth Malodour and Volatile Sulphur Compounds in Intensive Care Patients Using an Essential Oil Mouthwash,” *Phytotherapy Research* 23, no. 7 (July 2007): 641–43.

30 Listerine Original Antiseptic Mouthwash, Walgreens, <https://www.walgreens.com/store/c/listerine-original-antiseptic-mouthwash-original/ID=prod1207-product>.

Розділ 3. Розгадка коду

1 Nokia Original Real Tune, YouTube, <https://www.youtube.com/watch?v=yq0EmbY3XyI>.

2 Luke Peters, “Nokia Tune: More Than Just a Ringtone,” Microsoft, April 25, 2014, <https://web.archive.org/web/20150413013830/http://lumiaconversations.microsoft.com/2014/04/25/nokia-tune-just-ringtone>.

3 Вищевказане джерело.

4 Hallie Busta, “The Last Howard Johnson’s Standing,” *Architect Magazine*, August 26, 2016, https://www.architectmagazine.com/design/culture/the-last-howard-johnsons-standing_o.

5 Philip Langdon, *Orange Roofs, Golden Arches: The Architecture of American Chain Restaurants* (New York: Knopf, 1986), 194.

6 Вищевказане джерело.

7 Andrew A. King and Baljir Baatartogtokh, “How Useful Is the Theory of Disruptive Innovation?”, *MIT Sloan Management Review*, Fall 2015, 85, http://ilp.mit.edu/media/news_articles/smr/2015/57114.pdf.

8 Walter Isaacson, “How Steve Jobs’ Love of Simplicity Fueled a Design Revolution,” *Smithsonian*, September 2012,

<https://www.smithsonianmag.com/arts-culture/how-steve-jobs-love-of-simplicity-fueled-a-design-revolution-23868877/>.

9 Joanne Wasserman, “How City Rode Out Strike,” New York Daily News, December 12, 2002, <http://www.nydailynews.com/archives/news/city-rode-strike-article-1.499686>.

10 “The Chanel Jacket,” Inside Chanel, Chanel, <http://inside.chanel.com/en/jacket>.

11 Chanel Pink Logo Jacket, Tradesy, <https://www.tradesy.com/i/chanel-pink-cc-logo-tweed-boucle-wool-size-6-s/4939264/>.

12 Susan Blakey, “Fake It Till You Make It... Chanel-esque Jackets,” Une femme d’un certain âge, May 22, 2012, <https://unefemme.net/2012/05/fake-it-till-you-make-it-chanel-esque-jackets.html>.

13 “Our Story,” Green Giant, <https://www.greengiant.eu/our-story/>.

14 “Motorcycles, Millennials, and the Future of Riding,” Edgar Snyder & Associates, <https://www.edgarsnyder.com/blog/2016/06/28-motorcyclists-and-millennials.html>.

15 “Mermaid Mythology,” Real Mermaids, <http://www.realmermaids.net/mermaid-legends/mermaid-mythology/>

16 “Deadmau5 and Walt Disney Settle Mouse Ears Legal Dispute,” Guardian, June 22, 2015, <https://www.theguardian.com/music/2015/jun/23/deadmau5-and-walt-disney-settle-mouse-ears-legal-dispute>.

17 Annie Karni, “MTA Sees Something—Says Stop!,” New York Post, September 4, 2011, <https://nypost.com/2011/09/04/mta-sees-something-says-stop/>.

18 Reuters, “Harvard Sues Company Over Use of Name,” New York Times, January 3, 2001,

<https://www.nytimes.com/2001/01/03/business/harvard-sues-company-over-use-of-name.html>.

19 “History,” Harvard Bioscience,
<http://www.harvardbioscience.com/about-us/history/>.

20 “The Betty Crocker Portraits,” Betty Crocker,
<https://www.bettycrocker.com/menus-holidays-parties/mhplibrary/parties-and-get-togethers/vintage-betty/the-betty-crocker-portraits>.

21 Monte Olmsted, “The Red Spoon That Changed Betty Crocker,” Taste of General Mills blog, General Mills, May 10, 2016, <https://blog.generalmills.com/2016/05/the-red-spoon-that-changed-betty-crocker/>.

22 Nathaniel Meyersohn, “Claire’s Files for Bankruptcy,” CNN Business, March 19, 2018,
<https://money.cnn.com/2018/03/19/news/companies/claaires-bankrupt/index.html>.

23 Lauren Thomas, “Department Store Chain Bon Ton Files for Bankruptcy Protection,” CNBC, February 5, 2018, <https://www.cnbc.com/2018/02/05/department-store-chain-bon-ton-files-for-bankruptcy-protection.html>.

24 Nathan Bomey, “Sports Authority Files for Chapter 11 Bankruptcy,” USA Today, March 2, 2016, <https://www.usatoday.com/story/money/2016/03/02/sports-authority-files-chapter-11-bankruptcy/81199502/>.

25 Robert Mclean, “Toys ’R’ Us Files for Bankruptcy,” CNN Business, September 19, 2017, <https://money.cnn.com/2017/09/19/news/companies/toys-r-us-bankruptcy-chapter-11/index.html>.

26 Le Bon Marche Rive Gauche, LVMH, <https://www.lvmh.com/houses/selective-retailing/le-bon-marche/>.

27 National Celebrations, France, <http://www2.culture.gouv.fr/culture/actualites/celebrations2002/bonmarche.htm>.

28 “The Story of Henri Bendel,” Girl’s Playground, Henri Bendel, <https://www.henribendel.com/us/girls-playground/bendel?fdid=bendel-heritage>.

29 Eric Wilson, “Geraldine Stutz Dies at 80; Headed Bendel for 29 Years,” New York Times, April 9, 2005, <https://www.nytimes.com/2005/04/09/business/geraldine-stutz-dies-at-80-headed-bendel-for-29-years.html>.

Розділ 4. Створені на роки

1 Fortune 500, Fortune, 2018, <http://fortune.com/fortune500/list>.

2 Fortune 500 Archive, Fortune, 1955, http://archive.fortune.com/magazines/fortune/fortune500_archive/full/1955/401.html.

3 Clayton M. Christensen, Taddy Hall, Karen Dillon, and David S. Duncan, “Know Your Customers’ Jobs to Be Done,” Harvard Business Review, September 2016, <https://hbr.org/2016/09/know-your-customers-jobs-to-be-done>.

4 Sarah Foster, “U.S. Consumer Confidence Unexpectedly Jumps to 18-Year High,” MSN, September 25, 2018, <https://www.msn.com/en-us/news/msn/us-consumer-confidence-unexpectedly-jumps-to-18-year-high/ar-AAACEBr>.

5 “Timeline,” Starbucks, <https://www.starbucks.com/about-us/company-information/starbucks-company-timeline>.

6 “Ray Oldenburg,” Project for Public Spaces, December 31, 2008, <https://www.pps.org/article/roldenburg>.

7 Benet Wilson, “The Top 15 Airlines in North America,” Trip Savvy, December 26, 2018, <https://www.tripsavvy.com/top-airlines-in-north-america-53734>.

8 Laurie Brookins, “Eye on Carol Phillips and the Creation of Clinique,” Clinique, <https://www.clinique.com/thewink/eye-on-carol-phillips>.

9 Aimee Picchi, “Sears May Be Filing for Bankruptcy—and Its Stock Price Is Now Around 40 Cents,” CBS News, October 10, 2018, <https://www.cbsnews.com/news/sears-bankruptcy-filing-reports-sends-retailers-stock-sinking-2018-10-10/>.

10 Rich Duprey, “Sears Holdings’ Store Auction Won’t Help Enough,” Motley Fool, April 19, 2018, <https://www.fool.com/investing/2018/04/19/sears-holdings-store-auction-wont-help-enough.aspx>.

11 Daniel B. Kline, “Why J.C. Penney Will Succeed Where Sears is Failing,” Motley Fool, May 22, 2018, <https://www.fool.com/investing/2018/05/22/why-jc-penney-will-succeed-where-sears-is-failing.aspx>.

12 Pam Goodfellow, “Sears: The Good, the Bad, and the Ugly,” Forbes, January 26, 2016, <https://prosperinsights.com/sears-the-good-the-bad-and-the-ugly/>.

13 “Historic Catalogs of Sears, Roebuck and Co., 1896–1993,” Ancestry, <https://search.ancestry.com/search/db.aspx?dbid=1670>.

14 Will Knight, “Inside Amazon’s Warehouse, Human-Robot Symbiosis,” MIT Technology Review, July 7, 2015, <https://www.technologyreview.com/s/538601/inside-amazons-warehouse-human-robot-symbiosis/>.

15 Burt Helm, “How This Company Makes \$70 Million Selling Random Stuff on Amazon,” Inc., March 2016, <https://www.inc.com/magazine/201603/burt-helm/pharmapacks-amazon-warehouse.html>.

16 “How One of America’s Beloved Family Beer Companies Squandered a \$9 Billion Fortune,” Daily Mail, July 21, 2014, <https://www.dailymail.co.uk/news/article-2699668/How-one-Americas-beloved-family-beer-company-squandered-9-billion-fortune.html>.

17 Вищевказане джерело.

18 Kerry A. Dolan, “How to Blow \$9 Billion: The Fallen Stroh Family,” *Forbes*, July 21, 2014, <https://www.forbes.com/sites/kerryadolan/2014/07/08/how-the-stroh-family-lost-the-largest-private-beer-fortune-in-the-u-s/#328269f3d13a>.

19 Carol Emert, “Pabst, Miller Toast Deals To Buy Stroh’s / Pabst Takes Bulk of Assets—Miller Gets Two Brands,” *SFGate*, February 9, 1999, <https://www.sfgate.com/business/article/Pabst-Miller-Toast-Deals-To-Buy-Stroh-s-Pabst-2947861.php>.

20 E. J. Schultz, “How Pabst Is Reinventing Stroh’s, Old Style, Schlitz,” *Ad Age*, August 23, 2016, <https://adage.com/article/cmo-strategy/pabst-reinventing-stroh-s-style-schlitz/305538/>.

21 Tom Perkins, “Stroh’s Is Developing a New IPA Called Perseverance,” *Detroit Metro Times*, February 20, 2018, <https://www.metrotimes.com/table-and-bar/archives/2018/02/20/strohs-is-developing-a-new-ipa-called-perseverance>.

22 “Dolce & Gabbana and Smeg United Once More,” *Dolce & Gabbana*, <http://www.dolcegabbana.com/discover/dolcegabbana-and-smeg-united-once-more/>.

23 “History,” *SMEG*, <https://www.smegusa.com/history/>.

24 Emily Bencic, “Smeg Global Thanks Business Partners for Support,” *Appliance Retailer*, August 27, 2018, <https://www.applianceretailer.com.au/2018/08/smeg-global-ceo-thanks-business-partners-for-support/>.

25 Douglas MacMillan, “Eyeglass Retailer Warby Parker Valued at \$1.2 Billion,” *Wall Street Journal*, August 30, 2015, <https://blogs.wsj.com/digits/2015/04/30/eyeglass-retailer-warby-parker-valued-at-1-2-billion/>.

26 “Retail Brands,” *Luxottica*, <http://www.luxottica.com/en/retail-brands>.

27 Steve Denning, “What’s Behind Warby Parker’s Success?,” Forbes, March 23, 2016, <https://www.forbes.com/sites/stevedenning/2016/03/23/whats-behind-warby-parkers-success/#4571deb3411a>.

28 Mallory Schlossberg, “This Hot \$250 Million Start-up Is Being Called J. Crew for Millennials,” Business Insider, March 7, 2016, <https://www.businessinsider.com/everlane-is-projecting-major-growth-2016-3>.

29 “The Cashmere Waffle Square Turtleneck,” Everlane, <https://www.everlane.com/products/womens-cashmere-waffle-sq-ttlenck-heather-rust?collection=womens-all>.

30 David Ludlow, “Dyson Will Only Make New Cordless Vacuums Following Cyclone V10 Launch,” Trusted Reviews, March 9, 2018, <https://www.trustedreviews.com/news/new-dyson-vacuums-2018-3410897>.

31 Bill Saporito, “How 2 Brothers Turned a \$300 Cooler into a \$450 Million Cult Brand,” Inc., February 2016, <https://www.inc.com/magazine/201602/bill-saporito/yeti-coolers-founders-roy-ryan-seiders.html>.

32 Вищевказане джерело.

33 Hannah Martin, “Why Designers Love Benjamin Moore’s Newest Paint,” Architectural Digest, March 3, 2017, <https://www.architecturaldigest.com/story/benjamin-moore-century-paint-designer-favorite>.

34 Вищевказане джерело.

35 Jia Tolentino, “The Promise of Vaping and the Rise of Juul,” New Yorker, May 14, 2018, <https://www.newyorker.com/magazine/2018/05/14/the-promise-of-vaping-and-the-rise-of-juul>.

36 Laura Kelly, “FDA Makes ‘Surprise Inspection’ of E-cigarette Maker’s Offices, Seizes Documents on Youth Marketing,” Washington Times,

October 2, 2018, <https://www.washingtontimes.com/news/2018/oct/2/fda-raids-e-cigarette-maker-juuls-offices/>.

37 Claude E. Teague, Jr., “Research Planning Memorandum on Some Thoughts About New Brands of Cigarettes for the Youth Market,” Industry Documents Library, University of Southern California, February 2, 1973, 21 U.S.C. 387G (2009), <https://www.industrydocumentslibrary.ucsf.edu/tobacco/docs/#id=lhvl0146>.

38 Вищевказане джерело.

39 Вищевказане джерело.

40 Судовий процес США проти компанії Philip Morris (U.S. v. Philip Morris USA, Inc., et al.), No. 99-CV-02496GK (U.S. Dist. Ct., D.C.), Final Opinion, August 17, 2006, https://www.tobaccofreekids.org/assets/content/what_we_do/industry_watch/doj/FinalOpinion.pdf.

41 “Leading Health Groups Urge State AGs to Investigate R. J. Reynolds’ New Magazine Ads for Camel Cigarettes,” Campaign for Tobacco-Free Kids, May 30, 2013, https://www.tobaccofreekids.org/press-releases/2013_05_rjr_ad.

42 Marion Nestle, “The FTC vs. POM Wonderful: The Latest Round,” Food Politics, May 23, 2012, <https://www.foodpolitics.com/2012/05/the-ftc-vs-pom-wonderful-the-latest-round/>.

43 Справи та судові слухання Федеральної торгової комісії, <https://www.ftc.gov/enforcement/cases-proceedings/082-3122/pom-wonderful-llc-roll-global-llc-matter>.

44 “Kellogg Settles FTC Charges That Ads for Frosted Mini-Wheats Were False,” FTC, April 20, 2009, <https://www.ftc.gov/news-events/press-releases/2009/04/kellogg-settles-ftc-charges-ads-frosted-mini-wheats-were-false>.

45 Michael Moss, *Salt Sugar Fat: How the Food Giants Hooked Us* (New York: Random House, 2014), 91.

Розділ 5. Налаштування на смак

1 Michaelleen Doucleff, “Love to Hate Cilantro? It’s in Your Genes and Maybe, in Your Head,” NPR, September 14, 2012, <https://www.npr.org/sections/thesalt/2012/09/14/161057954/love-to-hate-cilantro-its-in-your-genes-and-maybe-in-your-head>.

2 Stefan Anitei, “Your Genes Dictate You What to Eat,” Softpedia News, October 23, 2007, <https://news.softpedia.com/news/Your-Genes-Dictate-You-What-To-Eat-68954.shtml>.

3 “How Smell and Taste Change as You Age,” National Institute on Aging, <https://www.nia.nih.gov/health/smell-and-taste#taste>.

4 Mary Beckham, “A Matter of Taste,” Smithsonian, August 2004, <https://www.smithsonianmag.com/science-nature/a-matter-of-taste-180940699/?c=y&page=1>.

5 Sybil Kapoor, *Sight, Smell, Touch, Taste, Sound: A New Way to Cook* (London: Pavilion, 2018), 6.

6 Вищевказане джерело, ст. 58.

7 Вищевказане джерело.

8 Телефонне інтерв’ю з Крісом Люкгерстом, 1 листопада 2018 року.

9 Jennifer Duggan, “Spilling the Beans on China’s Booming Coffee Culture,” Guardian, May 18, 2015, <https://www.theguardian.com/sustainable-business/2015/may/18/spilling-the-beans-chinas-growing-coffee-culture>. Дивись також: “The Coffee Market Explodes in China,” Marketing to China, July 5, 2016, <https://www.marketingtochina.com/coffee-market-explodes-china/>.

10 “China’s Luckin Coffee Takes On Starbucks,” CNBC, July 20, 2018, <https://www.cnbc.com/video/2018/07/20/chinas-luckin-coffee-takes-on->

starbucks.html.

11 Potato Chips Market Trends in China, Research and Markets, August 2018, <https://www.researchandmarkets.com/reports/3714608/potato-chips-market-trends-in-china>. Дивись також: Potato Chips in China, The Market Reports, November 2015, <https://www.themarketreports.com/report/potato-chips-in-china>.

12 Kevin Pang, “In Lay’s 2018 Chips Saluting American Regional Flavors, the Best Come from the Central Time Zone,” The Takeout, August 1, 2018, <https://thetakeout.com/review-taste-test-lays-potato-chips-2018-flavors-1828016062>.

13 Jethro Kang, “Durian Potato Chips Are Now a Thing in China,” Shanghaiist, October 10, 2018, <https://shanghai.ist/2018/10/10/durian-potato-chips/>.

14 “Leading Trends in Food Items on Restaurant Menus in the United States in 2018,” Statista, <https://www.statista.com/statistics/293885/leading-trends-in-food-items-on-restaurant-menus-us/>. Дивись також: “What’s Hot Culinary Forecast,” National Restaurant Association, <https://www.restaurant.org/News-Research/News/These-9-food-trends-will-heat-up-sales-in-2018>.

15 Erica M. Schulte, Nicole M. Avena, and Ashley N. Gearhardt, “Which Foods May Be Addictive? The Roles of Processing, Fat Content, and Glycemic Load,” PLOS One 10, no. 2 (October 2015), <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4334652/>.

16 Michael Moss, Salt Sugar Fat: How the Food Giants Hooked Us (New York: Random House, 2014), xiii, xix, 4, 6.

17 Bee Wilson, “Learning to Love Bitter Tastes,” Wall Street Journal, April 19, 2019, https://www.wsj.com/articles/learning-to-love-bitter-tastes-11555688851?mod=hp_lista_pos2.

18 Amber Williams, “7 Factors that Change Your Sense of Taste,” Popular Science, March 5, 2014, <https://www.popsci.com/article/science/7-things->

affecting-your-sense-taste.

19 High Road Craft Brands, <https://www.highroadcraft.com>.

20 “Maine Favorites,” Foody Direct,
<https://www.foodydirect.com/restaurants/gelato-fiasco/dishes/maine-favorites-collection-6-pints>.

21 “Flavors,” Van Leeuwen, <http://www.vanleeuwenicecream.com/flavors/>.

22 “Our Scream,” MilkMade,
<https://store.milkmadeicecream.com/pages/our-scream>.

23 Marilen Cawad, “Small Biz Battles Popular Ice Cream Brands with Unusual Flavors,” TheStreet, May 23, 2014,
<https://www.thestreet.com/story/12719999/1/small-biz-battles-popular-ice-cream-brands-with-unusual-flavors.html>.

24 “Party Cake,” Turkey Hill, <https://www.turkeyhill.com/frozen/ice-cream/premium-ice-cream/party-cake>.

25 “Butterscotch Blondie,” Breyers,
<https://www.breyers.com/us/en/products/butterscotch-blondie.html>.

26 Maggie Sheehan, Jennifer Meyers, and Rheanna O’Neil Bellomo, “The Craziest Ice Cream Flavors in Every State,” Delish, July 13, 2018,
<https://www.delish.com/food/g2795/50-states-crazy-ice-cream-flavors/?slide=2>.

27 “What’s Hot Culinary Forecast.”

28 “Häagen-Dazs,” Wikipedia, <https://en.wikipedia.org/wiki/Häagen-Dazs>.

29 “Vanilla Swiss Almond,” Häagen-Dazs,
<https://www.haagendazs.us/products/ice-cream/vanilla-swiss-almond/>.

30 “About Us,” Ben & Jerry, <https://www.benjerry.com/about-us>.

31 “Cookies, Cream ‘N’ Controversy,” Newsweek, July 4, 1993, <https://www.newsweek.com/cookies-cream-n-controversy-194604>. Дивись також: “Peace, Love, and Branding: The History of Ben & Jerry’s in 3 Minutes,” Fast Company, December 4, 2014, <https://www.fastcompany.com/3039354/peace-love-and-branding-the-history-of-ben-jerrys-in-under-3-minutes>.

32 Rob Brunner, “How Chobani’s Hamdi Ulukaya Is Winning America’s Culture War,” Fast Company, March 20, 2017, <https://www.fastcompany.com/3068681/how-chobani-founder-hamdi-ulukaya-is-winning-americas-culture-war>.

33 “About Us,” Euphrates Cheese, <http://www.euphratescheese.com/pages/about-us>.

34 John Tamny, “The Story of Chobani Is About Much More Than Yogurt,” Forbes, July 4, 2016, <https://www.forbes.com/sites/johntamny/2016/07/04/the-story-of-chobani-is-about-much-more-than-yogurt/#21f2b63b6646>.

35 Steven Heller, “The Appetizing Aesthetics of a Kind Bar,” Atlantic, August 29, 2013, <https://www.theatlantic.com/entertainment/archive/2013/08/the-appetizing-aesthetics-of-a-kind-bar/279170/>.

Розділ 6. Інтерпретація (і переосмислення) особистого стилю

1 “Tiny Ancient Shells—80,000 Years Old—Point to Earliest Fashion Trend,” European Science Foundation, August 27, 2009, <https://www.sciencedaily.com/releases/2009/08/090827101204.htm>.

2 Oscar Holland, “Style Icon Iris Apfel, 96, Is Now a (Wrinkle-Free) Barbie Doll,” CNN, March 19, 2018, <https://www.cnn.com/style/article/iris-apfel-barbie/index.html>.

3 William D. Cohan, “‘They Could Have Made a Different Decision’: Inside the Strange Odyssey of Hedge-Fund King Eddie Lampert,” Vanity Fair, March 25, 2018, <https://www.vanityfair.com/news/2018/03/the-strange-odyssey-of-hedge-fund-king-eddie-lampert-sears-kmart>.

4 Air VaporMax Platinum, Nike, <https://www.nike.com/launch/t/air-vapormax-pure-platinum/>.

5 “Contributors,” Elle Decor, December 2018, 28, 10.

6 Steve Kroft, “Peter Marino, Architect, Calls His Tattooed Leather Look ‘a Decoy,’” 60 Minutes, CBS, April 2, 2017, <https://www.cbsnews.com/news/peter-marino-architect-on-living-and-dressing-out-of-the-box/>.

7 Charlotte Hu, “A Former Apple Employee Inspired Theranos CEO Elizabeth Holmes’ Change from ‘Frumpy Accountant’ to Her Signature Steve Jobs–style Black Turtleneck,” Business Insider, September 5, 2018, <https://www.businessinsider.com/how-elizabeth-holmes-came-up-with-her-iconic-jobsian-look-2018-5>.

8 Meghann Myers, “New in 2018: Army Decision Coming on Return of ‘Pinks and Greens’ Uniform,” Army Times, December 27, 2017, <https://www.armytimes.com/news/your-army/2017/12/27/new-in-2018-army-decision-coming-on-return-of-pinks-and-greens-uniform/>.

9 Randall Shinn, “Anti-Glamour: Modest and Unprovocative,” Deep Glamour, June 21, 2009, <https://vpostrel.com/deep-glamour/anti-glamour-modest-and-unprovocative>.

10 Телефонне інтерв’ю з Френком Ебігнейлом-молодшим, 27 серпня 2018 року.

11 Joseph Stromberg, “The Origins of Blue Jeans,” Smithsonian, September 26, 2011, <https://www.smithsonianmag.com/smithsonian-institution/the-origin-of-blue-jeans-89612175/>.

12 “Attention Baby Boomer Women: Meet Fashion Designer Kay Unger!,” Winsome 2 Wisdom, <http://www.winsometowisdom.com/kay-unger-fifty-plus-fashion/>.

13 Телефонне інтерв’ю з Кей Анґер, 16 грудня 2018 року.

14 M. J. Stephey, “Camouflage,” Time, June 22, 2009,
<http://content.time.com/time/nation/article/0,8599,1906083,00.html>.

15 Cleo M. Stoughton and Bevil R. Conway, “Neural Basis for Unique Hues,” Current Biology 18, no. 16 (August 26, 2008): 698–99,
<https://www.sciencedirect.com/science/article/pii/S0960982208007392>.

Розділ 7. Мистецтво кураторства: Відновлення гармонії та балансу

1 Carola Long, “The Secret to Moncler’s Success,” Financial Times, March 3, 2017, <https://www.ft.com/content/a211bc98-ff50-11e6-8d8e-a5e3738f9ae4>.

2 Sheena S. Iyengar and Emir Kamenica, “Choice Proliferation, Simplicity Seeking, and Asset Allocation,” Columbia University Graduate School of Business, March 2010,
[https://www0.gsb.columbia.edu/mygsb/faculty/research/pubfiles/4519/simplicity Seeking.pdf](https://www0.gsb.columbia.edu/mygsb/faculty/research/pubfiles/4519/simplicity%20Seeking.pdf).

3 Sheena Iyengar, “How to Make Choosing Easier,” TED Summaries, December 6, 2014, <https://tedsummaries.com/2014/12/06/sheena-iyengar-how-to-make-choosing-easier/>.

4 “David Rubenstein,” The Carlyle Group,
<https://www.carlyle.com/aboutcarlyle/team/david-m-rubenstein>.

5 “Monthly Retail Trade,” United States Census, <https://www.census.gov/retail/marts/www/timeseries.html>.

6 Suzanne Kapner, “Department Store of the Future: Selling Art Off the Walls and Car Insurance at Checkout,” Wall Street Journal, December 24, 2018, <https://www.wsj.com/articles/department-store-of-the-future-selling-art-off-the-walls-and-car-insurance-at-check-out-11545647400>.

7 Вищевказане джерело.

8 10 Corso Como, <http://www.10corsocomo.com>.

9 Dover Street Market, <https://www.doverstreetmarket.com>.

10 ABC Carpet & Home, <http://www.abchome.com>.

11 Nikara Johns, “A Look Inside Dover Street Market’s Insanely Cool Los Angeles Store,” Foot Wear News, November 5, 2018, <https://footwearnews.com/2018/business/retail/dover-street-market-los-angeles-store-opening-photos-1202703338/>.

12 Ashley Rodriguez and Maureen Morrison, “Kmart Revamps Marketing Team, Hires CMO,” Ad Age, June 11, 2015, <https://adage.com/article/cmo-strategy/kmart-revamps-marketing-team/298992/>.

13 Lisa Fickenscher, “ABC Carpet Is Getting Downsized Again,” New York Post, October 29, 2018, <https://nypost.com/2018/10/29/abc-carpet-is-getting-downsized-again/>.

Розділ 8. Мистецтво артикуляції

1 Tim Lomas, “The Positive Lexicography,” Tim Lomas, PhD, <https://www.drtrimlomas.com/lexicography>.

2 Tim Lomas, “Papers,” Tim Lomas, PhD, <https://www.drtrimlomas.com/blank-1>.

3 David Robson, “The ‘Untranslatable’ Emotions You Never Knew You Had,” BBC, January 26, 2017, <http://www.bbc.com/future/story/20170126-the-untranslatable-emotions-you-never-knew-you-had>.

4 Lomas, “The Positive Lexicography.”

5 “Fucking Fabulous,” Tom Ford, <https://www.tomford.com/fucking-fabulous/T6-FABULOUS.html>.

6 “Congratulations to Comcast, Your 2014 Worst Company in America!,” Consumerist, April 8, 2014, <https://consumerist.com/2014/04/08/congratulations-to-comcast-your-2014-worst-company-in-america/index.html>.

7 “Comcast to Pay \$2.3 Million Fine to Resolve Billing Complaints,” FCC, October 11, 2016, <https://www.fcc.gov/document/comcast-pay-23m-fine>.

resolve-billing-complaints.

8 Michael B. Sauter and Samuel Stebbins, “America’s Most Hated Companies,” 24/7 Wall St., January 10, 2017, <https://247wallst.com/array/2017/01/10/americas-most-hated-companies-4/>.

9 “Yeti Anthem,” Yeti, <https://stories.yeti.com/story/yeti-anthem>.

10 “Make a Lasting Impact,” Tiffany & Co., <https://www.tiffany.com/sustainability>.

11 “A Dentist’s Insight,” Quip, <https://www.getquip.com/story#thedentist>.

12 “About,” Suja Juice, <https://www.sujajuice.com/about/>.

13 Alberto Gallace, “Neurodesign: The New Frontier of Packaging and Product Design,” Packaging Digest, October 27, 2015, <https://www.packagingdigest.com/packaging-design/neurodesign-the-new-frontier-of-packaging-and-product-design1510>.

14 Katherine Owen, “House of Good Cheer,” Southern Living, December 2018, 115.

15 Satyendra Singh, “Impact of Color on Marketing,” Management Decision 44, no. 6 (2006): 783–89, <https://www.emeraldinsight.com/doi/abs/10.1108/00251740610673332?journalCode=md>.

16 Lisa McTigue Pierce, “Amazon Incentivizes Brands to Create Frustration-Free Packaging,” Packaging Digest, September 18, 2018, <https://www.packagingdigest.com/sustainable-packaging/amazon-incentivizes-brands-to-create-frustration-free-packaging-2018-09-18>.

17 Daniel Keyes, “E-commerce Is Changing Product Packaging,” Business Insider, December 31, 2018, <https://www.businessinsider.com/procter-gamble-unilever-change-ecommerce-product-packaging-2018-12>.

18 Pan Demetrakakes, “Seventh Generation Tops Off Dish Soap’s ‘Eco’ Appeal with 100% PCR Cap,” Packaging Digest, August 24, 2018,

<https://www.packagingdigest.com/sustainable-packaging/seventh-generation-tops-off-dish-soaps-eco-appeal-with-100-pcr-cap-2018-08-24>.

19 Wright Tool, <http://www.wrighttool.com>.

20 Soylent, <https://soylent.com>.

21 Rick Lingle, “Digitally Printed Labels Add Texture to Put Consumers in Direct Touch with Packaging,” Packaging Digest, October 3, 2016, <https://www.packagingdigest.com/labels/texture-inks4-labels-put-consumers-in-direct-touch-packaging1610>.

22 Malcom G. Keif, Colleen Twomey, and Andrea Stoneman, “Consumer Perception of Tactile Packaging: A Research Study on Preferences of Soft Touch & Hi Rise Coatings in Cosmetic Packaging,” Journal of Applied Packaging Research 7, no. 1 (2015), <https://scholarworks.rit.edu/cgi/viewcontent.cgi?referer=https://www.google.com/&httpsredir=1&article=1013&context=japr>.

23 Alberto Gallace, “Neurodesign: The New Frontier of Packaging and Product Design,” Packaging Digest, October 27, 2015, <https://www.packagingdigest.com/packaging-design/neurodesign-the-new-fron-tier-of-packaging-and-product-design1510/page/0/3>.

24 Jenni Spinner, “Augmented Reality Brings Pasta Packaging to Life,” Packaging Digest, December 13, 2018, <https://www.packagingdigest.com/smart-packaging/augmented-reality-brings-pasta-packaging-to-life-2018-12-13>.

25 Телефонне інтерв’ю з Крістіною Карліно, 18 грудня 2018 року.

26 З листування з Джеймсом Труменом, 28 грудня 2018 року.

27 “J. D. Power Honors Best Resale Value for Mass Market and Luxury Automotive Brands,” J. D. Power, August 22, 2018, <https://www.jdpower.com/business/press-releases/2018-resale-value-awards>.

28 Roy Furchgott, “A 72-Year-Old Italian Star Barely Showing Its Age,” New York Times, December 27, 2018, <https://www.nytimes.com/2018/12/27/business/vespa-scooters-resale-values.html>.

29 Don Williams, “2017 (Vespa 946) RED First Look,” Ultimate Motorcycling, November 6, 2016, <https://ultimatemotorcycling.com/2016/11/08/2017-vespa-946-red-first-look-charity-scooter/>.

30 “Vespa Is...,” https://www.vespa.com/us_EN/vespa-is.html.

31 “A Journey to Discover Electric Vespa in Eight Videos. Surprises and Emotions,” Wide, <https://wide.piaggiogroup.com/en/articles/products/a-journey-to-discover-electric-vespa-in-eight-videos-surprises-and-emotions/index.html>.

32 Erin Sagin, “10 Stats That Will Make You Rethink Marketing to Millennials,” WordStream, January 4, 2019, <https://www.wordstream.com/blog/ws/2016/02/02/marketing-to-millennials>.

33 Maurie J. Cohen, Halina Szejnwald Brown, and Philip J. Vergragt, eds., Social Change and the Coming of Post-Consumer Society, (New York: Routledge, January 12, 2019), 4–7.

Розділ 9. Майбутнє естетики

1 Kurt Wagner and Rani Molla, “Facebook Lost Around 2.8 Million U.S. Users Under 25 Last Year. 2018 Won’t Be Much Better,” Recode, February 12, 2018, <https://www.recode.net/2018/2/12/16998750/facebook-teen-users-decline-instagram-snap-emarketer>. Дивись також: Rupert Neate, “Twitter Stock Plunges 20% in Wake of 1M User Decline,” Guardian, July 27, 2018, <https://www.theguardian.com/technology/2018/jul/27/twitter-share-price-tumbles-after-it-loses-1m-users-in-three-months>.

2 Rebecca Gale, “The Allure of Small Towns for Big City Freelancers,” Slate, July 20, 2018, <https://slate.com/human-interest/2018/07/big-city->

freelancers-look-to-small-cities-to-lower-cost-of-living.html.

3 Вищевказане джерело.

4 “2017 Cone Communications CSR Study,” Cone Communications, <http://www.conecomm.com/research-blog/2017-csr-study#download-the-research>.

5 Greta Stieger, “Nestlé: 100% Recyclable or Reusable Packaging by 2025,” Food Packaging Forum, April 16, 2018, <https://www.foodpackagingforum.org/news/nestle-100-recyclable-or-reusable-packaging-by-2025>.

6 “Eleven Companies Commit to 100% Reusable, Recyclable, or Compostable Packaging,” Packaging Strategies, January 26, 2018, <https://www.packagingstrategies.com/articles/90200-eleven-companies-commit-to-100-reusable-recyclable-or-compostable-packaging>.

7 “Can I Recycle Organic Valley Packaging?,” Organic Valley, http://organicvalley.custhelp.com/app/answers/detail/a_id/525/~can-i-recycle-organic-valley-packaging%3F.

8 “The Activist Company,” Patagonia, <https://www.patagonia.com/the-activist-company.html>.

9 “100+ Cities Commit to Clean with 100% Renewable Energy,” Seventh Generation, <https://www.seventhgeneration.com/blog/100-cities-commit-clean-100-renewable-energy>.

10 “West Elm Local,” West Elm, <https://www.westelm.com/shop/local/>.

11 Rex Hammock, “More Giant Retailers Discover Marketing Magic of Artisans, Crafters & Makers,” Small Business, December 7, 2015, <https://smallbusiness.com/trends/makers-crafter-big-retailers/>.

12 The Brick Kiln, Instagram, <https://www.instagram.com/thebrickkiln/>.

13 “Etsy Is Now at Macy’s Herald Square,” Macy’s, https://www.macys.com/cms/ce/splash/etsy/index?cm_kws=etsy.

14 Judith Aquino, “Nine Jobs That Humans May Lose to Robots,” NBC, <http://www.nbcnews.com/id/42183592/ns/business-careers/t/nine-jobs-humans-may-lose-robots/#.XDVIUi3MzGI>. Дивись також: Joshua Kim, “Robots, Jobs, and the Liberal Arts,” Inside Higher Ed, July 15, 2015, <https://www.insidehighered.com/blogs/technology-and-learning/robots-jobs-and-liberal-arts>.

15 Miriam Jordan, “As Immigrant Farmworkers Become More Scarce, Robots Replace Humans,” New York Times, November 20, 2018, <https://www.nytimes.com/2018/11/20/us/farmworkers-immigrant-labor-robots.html>.

16 Chantel McGee, “In a Decade, Many Fast-Food Restaurants Will Be Automated, Says YumBrands CEO,” CNBC, March 28 2017, <https://www.cnbc.com/2017/03/28/in-a-decade-many-fast-food-restaurants-will-be-automated-says-yum-brands-ceo.html>.

17 Samuel I. Schwartz, No One at the Wheel (New York: Public Affairs, 2018), 32–36.

18 Conner Forrest, “The First 10 Jobs That Will Be Automated by AI and Robots,” ZDNet, August 3, 2015, <https://www.zdnet.com /article/the-first-10-jobs-that-will-be-automated-by-ai-and-robots/>.

19 James Manyika, Michael Chui, Mehdi Miremadi, et al., “Harnessing Automation for a Future That Works,” McKinsey & Company, January 2017, <https://www.mckinsey.com/featured-insights/digital-disruption/harnessing-automation-for-a-future-that-works>.

20 Arwa Mahdawi, “What Jobs Will Still Be Around in 20 Years?,” Guardian, June 26, 2017, <https://www.theguardian.com/us-news /2017/jun/26/jobs-future-automation-robots-skills-creative-health>.

21 Roisin O’Connor, “More People Are Going to See Live Gigs and Festivals Than Ever Before, UK Music Study Finds,” Independent, July 11, 2017, <https://www.independent.co.uk/arts-entertainment /music/news/live-music-gigs-festivals-attendance-uk-economy-local-venues-glastonbury-reading-leeds-brexit-a7835301.html>. Дивись також: Ariana Brockington,

ridmi
ТВІЙ УЛЮБЛЕНИЙ КНИЖКОВИЙ

КУПИТИ