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<p>6</p>	<p>Japan's Painful Cultural Lesson K. Todd Crabtree</p> <p>This article examines Japan's cultural practices and how they dictated their responses to their troubles, focusing specifically on Sony's Walkman and the battle they lost with Apple's new iPod. Getting beat by a computer company in the market they invented finally forced Sony, with the government's urging, to assimilate some of the un-Japanese business practices of the western world in order to repair their suffering sales and image. These changes will be unpleasant when viewed through the Japanese cultural traditions but they are necessary for the Japanese economy to regain their position as the global electronics leader.</p>	<p>27</p>	<p>Costa Rica Home of Tropical Giving Josias Solorzano</p> <p>Overall, Costa Rica continues to be a leader in fruit production despite the barriers it has overcome. It has provided growth and mighty benefits to the banana users throughout the world. Realizing its potential, Costa Rica would be able to provide services to the whole world by producing fruits with its natural resources. Banana plantations began to give more to the people. Benefits were given, which included health, money, and education. This opened doors for plantations to have higher quality fruit and employees. Costa Rica stands as the second largest producer in the banana industry.</p>
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43	<p>The Emergence of the Agile Worker Danny Roe</p> <p>In recent years, as technology has improved and become more affordable, companies now provide technology to their employees to allow them to be connected to the internet or “online” all the time, and enable them to work remotely, regardless of location.</p>	47	<p>Ways to Enhance Your Credit Score Vivian Frei</p> <p>Credit scores are the determining factor in obtaining credit cards, mortgages, and personal loans. The best way to undo damage on your credit score is to pay bills on time, whittle away at balances on cards that are maxed out, and resist opening new credit cards.</p>
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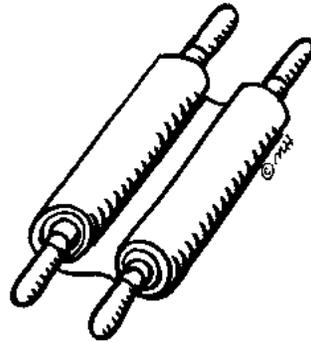
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The History of Globalization

Globalization is not something new. The history of the world has seen nations and civilizations rise in power, and spread their influence over wide stretches of land. It has seen nations create far away colonies. It has seen the rise of town squares and markets, that have lead to trade and bartering. From the Silk Road, to the East India Company, to the World Trade Organization, globalization and integration, has been a key to growth and prosperity.

Technology has been one of the biggest drivers of globalization. It has provided ways to bring people closer to together and allow for a free exchange of ideas. Think of how the inventions in the transportation industry have changed the world; from ships, to railroads, to cars, to buses, to airplanes. Technology has changed the world. In is no different today, with the invention and expansion of the internet, and more recently wireless communications, people from all over the world are closer and more integrated than ever before.

In the business world, many companies prosper through implementing technology and bringing their businesses throughout the world. However, there are also many companies that do



not want to change. Unfortunately, this limits their potential and opportunities for growth. This day in age, for companies to be successful and profitable, they must see beyond what is right in front of them, and make use of all the resources available to them. It could come in the form of technology, or a new process and

system of doing things, or a person on the other side of the world that would buy their good or service if it were available to them.

This issue of the Spori Business Review details and shows how we can make use of what is around us, and enter the global economy. If we are to be successful in life, and in work, we must accept globalization, and learn to taken advantage of it.

So on behalf of us at the Bountiful Publishing Group, we hope you enjoy the magazine. Remember the world is no longer flat, it is all connected, and has unlimited potential and opportunities for all of us.

Danny Roe
Editor



Japan's Painful Cultural Lesson

As a young man in my early twenties, I had the opportunity to live in the Tokyo area of Japan for two years. In the culture shock that inevitably followed, there seemed to be so many things that were done wrong when looked at from my American perspective. As time passed and my understanding of the language and culture grew, I came to respect the many strengths the Japanese culture had to offer: the humility, the cautious conservatism, the safety of the cities, the family feel of society, the importance of strong relationships, the importance of one's honor, and the hardworking nature of its citizens. In a sense, I had become 'native.' Upon returning to the United States, I once again found myself going through culture shock, this time in my native country.

Japan was once the most dominant player in the electronics industry. Their strength was in innovation. They came up with new ideas that changed the industry, like Sony's portable music player, the Walkman. They improved on other's ideas by making gadgets smaller, more efficient, and more stylish. But then, in the 1990s, the country sunk into a recession. With this recession, companies needed to cut back on the excesses that their prolonged dominance had fostered. In the business setting, especially during difficult

times, many of the cultural values I had come to respect were acting as an encumbrance to the needed change.

For this article, I plan to discuss how Japan's culture dictated their response to the recession. I will show how the culturally based responses of the Japanese government and the major consumer electronics companies, specifically Sony, actually made their problems worse, allowing the recession to drag on and their competition to seize their market share. I will then examine the new plans that the government and Sony are putting in place to overcome these cultural challenges that I have discussed.

INEFFECTIVE GOVERNMENT RESPONSE

With the changes the Japanese recession necessitated, some of Japan's cultural practices became stumbling blocks to a quick self-correction. At a time when the country's ship was sinking deeper into recession, it needed the government to grab the wheel and chart a course to safety. Instead, the government let the economy drift, being tossed about by the ever-changing winds of the government's economic policy. Michael Donnelly (2004), Director of the Asian Institute at the University of Toronto said, "Critics single out as a major reason for prolonged stagnation inconsistent, contradictory and mistake-ridden government policies and decisions through much of the 1990s." Rather

than draw up a map to follow, infighting for political power among the leading party and their unwillingness to take risks made the country's economy appear as a rudderless ship, changing directions with the wind.

One of the foundations of Japanese culture is explained in a proverb they often use: the nail that sticks out gets hammered. There is a deep-rooted desire to stick within the normal pattern of behavior. This consistency offers a safe harbor from change. Professor Donnelly continued to say, "A crucial key to unlocking the puzzle of why reform measures have been partial, piecemeal and not always consistent is to understand how Japanese politics is shaped by the search for security." Japanese society is one that is dominated by the need to be safe and secure and is extremely hesitant to make changes. When times get difficult, the cultural standard is to pull together and look inward for solutions. And if no solutions are found, the people will then choose to suffer together. At a time when drastic changes were needed, this cultural attitude of resistance to change proved to be disastrous to the economy, causing the recession to last for more than ten years, much longer than expected by the western business world.

INSUFFICIENT BUSINESS RESPONSE

The cultural resistance of change kept many Japanese companies from taking action early enough to survive. Only those companies with a global product market, like Sony, managed to ride out the recession by focusing on increasing their foreign sales. Before the recession, Sony's sales were already higher in foreign markets, like the U.S., than they were at home in Japan. With the Yen losing its purchasing power due to Japan's struggles, Sony was actually able to increase profits by taking advantage of exchange rates, trading strong currencies like the dollar for larger numbers of the weaker Yen (Woods, 2006). Unfortunately for Sony, this was one of the only things that allowed them to maintain their same level of world presence.

Normally, economic hard times force companies to streamline their operations, increasing efficiency and reducing costs. With the example of so many struggling companies around them, this would have been an excellent time for Sony to trim the surplus from their operations. The country's economic conditions would have allowed Sony the opportunity to cut back and still adhere to the all-important concept of saving face with the public. But, as the *Financial Times* (2005) pointed out, "[Sony's] past successes had led to complacency, impeding innovation and inducing a risk-averse mentality." As the number one producer in the electronics field, they felt they were insulated from the changing world around them.

With the financial rebound of the Japanese economy, Sony felt poised to increase its world market shares. But in their complacency, they failed to give proper attention to a computer company out of California that had developed a portable audio player that relied on digital media, rather than Sony's mainstay, the analog format. This innovative player allowed people to download their entire music collection onto the player's computer-like hard drive. They also offered an online music store with software that made the downloading of new songs simple and affordable.

Because Sony had the original portable audio player, the Walkman, which had amassed the most sales ever for any single product and had 25 years of built up brand recognition, they allowed Apple Computer's iPod to grow virtually unchecked. After a steady, but modest, increase in sales, the iPod exploded in 2004, more than quadrupling their total sales to date. From its 2001 inception until 2004, the iPod had sold 933,000 units. In 2004 alone, sales totaled 4.4 million units. The iPod had become the new king of portable media.

The iPod had completely caught Sony off guard. Now Sony found itself in an unfamiliar position, playing catch up to a

computer company that had the hottest product in portable music. They had figured it was impossible to displace the super brand that was the Walkman, with 1,100 versions and more than 309 million units sold in the last 28 years. Sony had created the portable audio industry in 1979, when the Walkman was invented. And now they were seeing the industry being revolutionized once more, only they weren't the ones in the driver's seat.

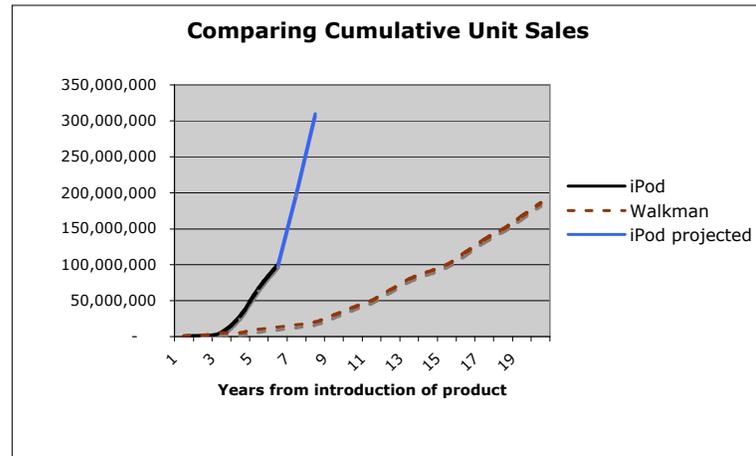
Even as the iPod was outselling the Walkman, Sony executives stuck to their cultural mores. Instead of joining the digital revolution, Gary McWilliams points out in the *Wall Street Journal* that Sony continued to push the MiniDisc version of the Walkman, which was essentially a shrunken CD player. After a few years of slowing sales, they did finally switch to the digital, hard drive-based audio players but refused to include the widely used MP3 format. They wanted to limit consumers to their own downloadable music format (2005). Rather than “going native,” or marketing their product specifically to the tastes of consumers in their largest market, the United States, Sony made decisions based on their own cultural traditions, sticking with what has worked in the past. Much like I first felt as a foreigner in Japan, Sony's misunderstanding of the foreign American culture essentially negated the 25 years of goodwill they had built with the Walkman name.

SONY'S LOST MARKET SHARE

The iPod sold 100 million units in their first seven years. It had taken Sony over 14 years to reach the same mark. (Refer to Figure 1.) Robert Semple, an analyst for Credit Suisse, predicts that the iPod will “surpass Sony's magical sales mark of 309 million Walkman players by the year 2009” (Marsal, 2006). While Sony Electronics president, Stan Glasglow (2007) claims that Sony's diverse product offerings make the iPod's dominance in the portable audio not as big of a deal as it looks, even acknowledging the iPod's 80 percent portable audio market share (DMN

Editorial), Sony has refused to release the sales figures for the HD3 Walkman, their closest competitor to the iPod.

Figure 1: Comparing the iPod's initial (and projected) sales growth to the Walkman



(Chart data from Apple's Quarterly Financial Statements compiled on Wikipedia: iPod and from Sony Celebrates Walkman 20th Anniversary Press Release)

The truth is that Sony's cutting-edge image is suffering due to a lack of hit products. *Financial Times* (2005) again points out that, “Two decades after Japan's once invincible consumer electronics industry consigned most western competitors to the graveyard, it too is fighting to avoid oblivion – and for many of the same reasons.” Like the competitors they put out of business in the 1980s, Sony must shake off the complacency they have displayed and begin again to creatively look for ways to use innovation to improve their products. This time, unlike during the recession, the government is stepping in to help push companies to change.

THE GOVERNMENTS NEW PLAN

Japan's minister for Internal Affairs and Communications, Heizo Takenaka, called for a “significant restructuring of business practices and regulation in the telecoms and media industries, a move he believes could prompt significant expansion of annual sales in those sectors.” He even goes on to point out Apple's development of the iPod and iTunes as “areas in

which Japanese companies had missed opportunities” (Nakamoto, 2006).

In fact, the iPod’s world dominance has even surpassed the Walkman in their home market of Japan. “In January [of 2006], Apple had 45 percent of the Japanese market for digital music players, versus 15 percent for Sony” (Hall, 2006). While Sony claimed not to be worried, these figures have obviously captured the attention of the Japanese government. They are now moving to force the large multinational companies in the electronics and media industries to restructure in order to help regain Japan’s previous status as the preeminent power in electronics.

So far, the changes have come slowly due to “outmoded business practices, vested interests and regulatory obstacles preventing the full development of goods and services that take advantage of new developments in technology” (Nakamoto, 2006). To regain their dominance, companies like Sony are being forced to assimilate some of the business practices of the western world. These are practices they had long avoided, hiding behind the shield of cultural differences. The effects of the rapid globalization of the world economy are creating a business environment that is merciless to the inefficient and slow to adapt.

As shown by Apple’s surge to be the market leader on Sony’s home turf, companies can no longer depend on the traditional Japanese policies of protectionism that have kept foreign competitors out of their home market. These protectionist policies have had effects opposite of those the government intended by fostering an environment that inhibited innovation and change. The sheltering of the large multinational companies by the government has put companies like Sony in the expensive

position of redefining product lines in order to try catching up with the changes in technology and the changes in consumer tastes that accompany them. And the government must continue to wean businesses from their reliance on government protection.

SONY’S NEW PLAN

The government of Japan is correct in their efforts to give many hesitant companies a kick-start towards accepting the current global environment. Sony has recognized that they needed to become more diverse in their management style and ideas. In 2005, they promoted the head of their U.S. operations, Howard Stringer, to the position of CEO for the entire global company. This marks only the second time that a Japanese company has hired a westerner to head its business. In a profile on Mr. Stringer in *Fortune*, the author talks about the difficult task Mr. Stringer has had in forcing the company to face the unpleasant truth: that they must fight for their place in today’s economy. This

I came to respect the many strengths the Japanese culture had to offer: the humility, the cautious conservatism, the safety of the cities, the family feel of society, the importance of strong relationships, the importance of one’s honor, and the hardworking nature of its citizens.

concept goes against the principles of the culture where harmony is more important than profitability (Gunther, 2006).

While these changes will be unpleasant for many Japanese, these are the prices that must be paid in order to once again be the economy that dictates the world’s electronics market. It is going to take a concerted effort between the government and Japan’s biggest companies to remain true to their cultural roots, while reforming in ways that yield to the requirements of the increasingly demanding global economy we live in. Only through a continued effort toward some necessary assimilation of the cultural standards of the business world can Japan expect to regain their former position as the global leader.

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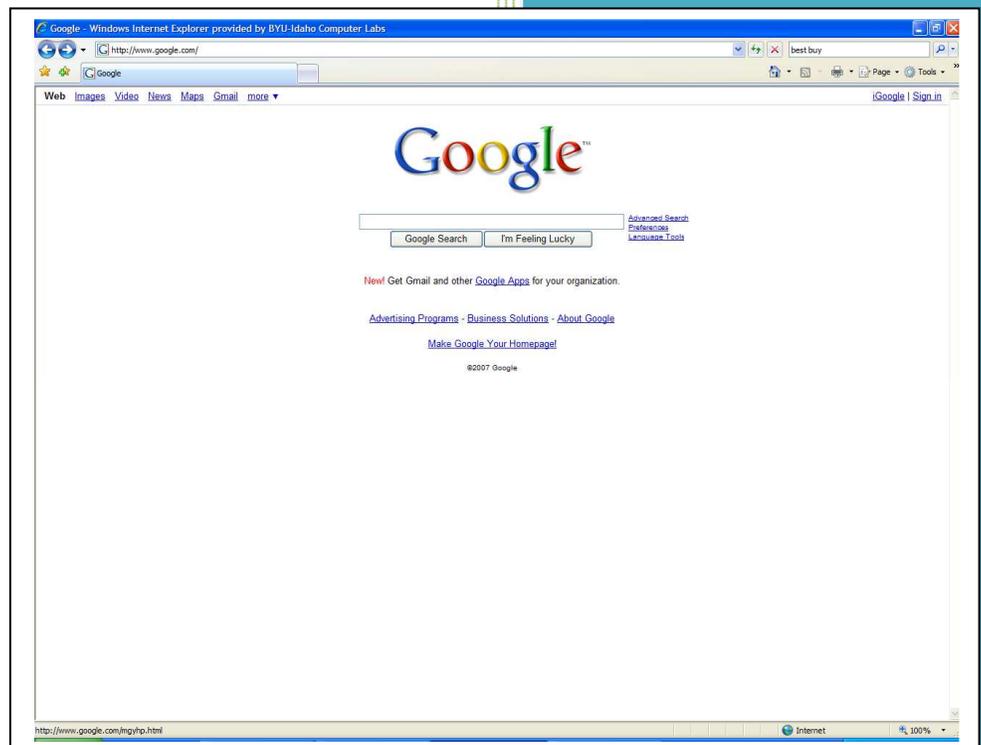


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Globalization & the Internet- A perfect couple



Neal Metler

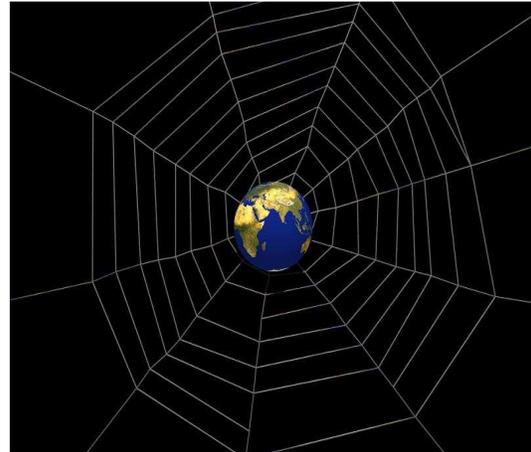
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The Internet Goes Big

Think about all of the technological advancements that have emerged recently. If you were to name the most significant advancement, what would it be? If the Internet was your answer, then you are not alone. The Internet has had extensive and far-reaching effects in the world. It has been approximately ten years since the Internet has made its big debut to the public, and since that time, the whole world has been able to utilize this technology in ways yet to be numbered. This article will focus on how companies can benefit from incorporating the Internet in their respective businesses and how this affects them and the effects this is having on globalization.

“The Internet has had extensive and far-reaching effects in the world.”

Many people use the Internet on a day-to-day basis, from communication to research, shopping and scheduling reservations, but how essential is it in the business world? In his article, Pedone quotes Charles Viagas, sales and marketing director of Erin/Edwards Communications who said, “Not a day goes by that we don’t use the Internet” (1997). Isn’t that the truth? At this point in time, would it be possible to continue what we do without the Internet? Every website on the Internet has the potential to be involved in business. Consider how different the business world has become through this new medium of technology.



Metler’s List of Benefits

In a recent interview with Terry Metler, President of Public Safety Connection, he listed ten ways an online presence, through the Internet, has helped companies go global. Public Safety Connection is an Internet-based retailer of public safety equipment, which buys and sells from companies all over the world. Mr. Metler listed the ten ways as follows:

1. One way the Internet has benefited my company is that a start-up company can appear as large as a big company. It makes people equal. It can be seen around the world.
2. There are organizations you can belong to which let you list yourself as a buyer, and you can then be connected to sellers. One example is a website called www.alibaba.com
3. You can instantly update product offerings because the

Internet has become user friendly.

4. Another benefit is the low cost; cost to operate and the cost to maintain.
5. If you want higher rankings, for example on a search engine, you can pay more to enhance your ranking and visibility.
6. You don't need a sophisticated setup. Any laptop or desktop PC will work, and you can manage your website
7. Communication through e-mail and sales.
8. The ability to advertise instantly, and costs are low.
9. Overhead is less; no brick and mortar storefront.
10. Financial transactions take place instantaneously.

After he listed ten benefits the Internet has provided for his company he added, "The Internet works 24 hours a day. It is always out there. You can find products anywhere in the world for just about everything. You have the capability to globally market products and services and to serve them." When asked the downsides of having his company on the Internet he said, "If people aren't technologically proficient, they won't see it. The world is constantly changing; everybody is using it these days." He later said, "A poorly designed website will not be to your benefit."

As Mr. Metler stated, there are many reasons why his company has used the Internet. Main points he mentioned were the fact that costs are low, the setup is less complex than a traditional business, and communication between buyer and seller has become quicker and

more efficient. This paper will analyze several of the aforementioned points with supporting facts made by other reputable industry sources.

Internet Allows Immediate Globalization

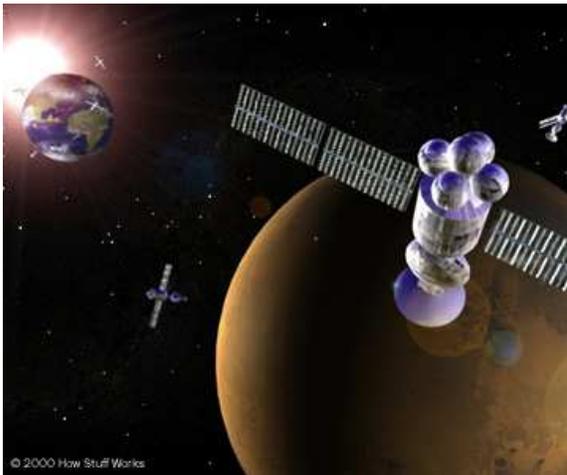
The first point dealt with how the Internet allows for the immediate globalization of companies. "The Internet allows us to be global," said Farber Consulting President Doron Farber. "It allows us to perform different transactions with different countries." A small company's web page looks no different from that of a larger corporation" (Pedone, p.2). Through the creation of attractive web pages, companies can project the image they want consumers to have on their products and services. This can give a great first impression to the curious online viewer, and they would not even know the size of the company. Yip (2000), states that "superior website design and fulfillment can make up for currently low recognition." By having a level-playing field such as the Internet, companies must constantly innovate their sites to retain customers and stay ahead of the competition.

User Friendly Pages Help Progress

On the topic of product offerings, Internet Retailer, an Internet-based company that deals with strategies for multi-channel retailing, suggests that those online retailers who have poor online content run the risk of losing potential customers. Consumers who cannot find adequate information they want and need in order to make a confident purchase decision are more than willing to shop elsewhere. A recent

poll indicates that 37% of shoppers have said that they would look to the competitors' website if they could not find complete, up-to-date product content. If those customers find what they want at the competitors' website, their informed purchase decisions could inspire loyalty.

The Internet sets a standard of commonality to which people are likely to migrate. With the availability of popular search engines to choose from, people can type in key words they think will give them the most accurate results they are looking for. These results will list web



sites from which they can choose. This has become an invaluable asset to companies who predict the search habits of potential customers, in an attempt to lead the audience in their direction. This has created a standard for all businesses to be an integral part of. Yip suggests that recognized brands will become that much more popular and familiar to consumers. They, in turn, can gain greater access to product information (p. 2). Through the Internet, small-name companies all over the world can find the products they are searching for. If they can't find those items, they can

request them by leaving postings for vendors to bid on.

The Cost Friendly Tool

The Internet provides cost savings in several different ways. Pedone states that one area these savings can be seen in is research. For example, instead of having an employee head to the library and search through volumes of books, he is able to sit in front of a computer, and within a matter of clicks find thousands of relevant sources. Another area where these savings occur, and is quite significant, is through e-mail. This means of communication is very quick, so it saves time and is a more efficient way of conducting business globally (p.2). Communications that would have taken days or even weeks to respond to can be handled immediately. The amount of information sent through e-mail reduces costs in shipping and printing, while reserving those resources for other needs.

Unlimited Expansion

In addition, "another effect on business is the exponential expansion in market of the computer industry, which has provided communication and socialization more effective means of selling products at lower prices" (Macachor, 2004). Producers and consumers can both enjoy the benefits of profits and savings due to greater production and lower costs stemming from the increased demand for Internet capabilities.

“The Internet has revolutionized the way we operate, and has given way to new career fields that otherwise would not have

Those who are looking to expand their businesses must have on their objectives, a presence on the World Wide Web to market themselves globally. Taking advantage of this will enhance future possibilities for growth and international expansion. The Internet has revolutionized the way we operate, and has given way to new career fields that otherwise would not have existed. Clearly, a major contributing factor to the globalization of business can be credited to the advent of the Internet. The world has been able to operate at a greater level of efficiency, resulting in savings of time, money, energy, and available resources. Globalization and the Internet go hand in hand. They both feed off of one another,

and their relationship will only continue to grow throughout the years.

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How Globalization can help Developing Nations

By: Johan Rydstrom

We can not change the world on our own. All we can do is to take small steps in the right direction." Anders Dalhvig, Vice President of IKEA (IKEA, 2006, p. 3)

Introduction

In a time where large companies expand all over the world in a hunt for cheaper labor and cheaper natural resources; some might ask, what good can come to the new countries were the companies choose to operate? There are companies that do a lot for the countries and the people in which they operate. In this case study I have chosen to focus on the multinational furniture and design company of IKEA, and how they have chosen to operate in the developing countries they are in. In what way are they helping the people and the businesses in the countries they have expanded to? Why has IKEA chosen to be involved in many different charity and development projects? Is IKEA a model for other companies that want to expand and go global? How does IKEA benefit from all the support they provide? This article will answer these questions and describe some of the projects IKEA is involved in.

Brief overview

In 1943 seventeen year old Ingvar Kamprad, registered his firm IKEA (Ingvar Kamprad Elmtaryd Agunnaryd). The last two names stand for the farm and village where Ingvar Kamprad grew up. Kamprad is a very charismatic business leader and despite his wealth (Forbes ranked him on top10 list of the

richest people in the world), he always flies economy class, lives in a modest house, drives an old Volvo 740, and prefers not to wear suits. Since the time he founded the company he set the values straight. Kamprad said: "We have decided once and for all to side with the many. What is good for our customers is also, in the long run, good for us. We want to create a better everyday life for the majority of the people" (IKEA, 2006, p. 2). The most important from this quote is the last line. Perhaps the culture he created early in the company set the standards for how IKEA operates today.

IKEA has 84,000 employees spread over 46 countries. In the year 2005, IKEA operated 225 stores in 36 countries. Every day IKEA will have an average of one million customers. The sales in 2004 were \$15.5 billion (IKEA Group).

IKEA and UNICEF

In 1997, IKEA started a partnership with The United Nations Children's Fund (UNICEF). In a press release of March 27, 2007, Mr. Gautam, Deputy Executive Director of UNICEF said: "Our partnership is priceless, as we share a common commitment to continue to work towards measurable results in the best interest of children" (UNICEF, 2007, p. 5). Since 1997, IKEA has supported UNICEF with more than \$25 million in different projects. Here are some of the projects they have worked together with.

*We can not change
the world on our own.
All we can do is to
take small steps in the
right direction."
Anders Dalhvig*

Child right projects in India

In August 2000, IKEA and UNICEF initiated a joint child rights project in the Indian state of Uttar Pradesh. “The aim was to prevent and eliminate child labor in “the carpet belt,” by addressing the root causes, such as debt, poverty, the lack of access to education, disability and ill health. The project started to involve 200 villages in a state in India and have expanded since then. 2004 over 500 villages and 1.3 million people had benefited from the program.



The focuses are on creating awareness in these villages and develop strategies to prevent child labor. School enrolment drives are conducted, and alternative learning centers (ALCs) are established as a transitional measure to formal primary schooling” (UNICEF, 2007, p. 5). IKEA know that quality educational opportunities for children are essential to prevent child labor. IKEA’s initiative complements the government’s efforts to enroll all six to twelve year olds in the project area into primary school. Today over 80% of the children in those villages are enrolled in primary schooling and 99% of the rest are covered in the alternative learning centers.

“A Euro is a fortune...A child’s smile so much”

In 2006, IKEA started the campaign “A Euro is a fortune...A child’s smile so much.” For every soft toy sold in the more than 200 IKEA stores, IKEA donated one Euro or its national equivalent to UNICEF and/or Save the Children. The campaign supports a range of programs across the globe. “In Guinea, the fund helps to integrate sports and physical education into schools - a catalyst for better learning and development.

IKEA’s corporate gift in Pakistan helps to protect children from sexual abuse and exploitation, and provides necessary services for recovery and re-integration of affected children into society. In Romania, IKEA funded projects help to prevent child labor and other forms of exploitation through the promotion of community-based services and support to families” (UNICEF, 2007, p. 5).

IKEA’s communications Manager, Marianne Barner, expressed her feelings for the involvement in the project when she said: “I believe our partnerships with UNICEF and Save the Children contributes to a better world, and IKEA will be happy to continue being part of important projects focusing on children’s education and health.” (IKEA Group, 2006, p. 4). The involvement with UNICEF has been very successful for IKEA and their partnership will continue for many years. So far I have only mentioned what IKEA does for children around the world where they operate. IKEA does a lot for the business and the environments where they are as well.



IKEA and WWF

Forest and Environment Management

As a global furniture company it is pretty clear that they would be interested in raw material to their products. IKEA does a lot more than just research and development of the forest and the products that they provide. IKEA and the World Wildlife Fund (WWF) are working together to support the responsible management of the world's forests. Co-operation with WWF extends over three main areas: the spread of information, education, and supporting the certification of responsible forest management. IKEA has supported projects in Russia, Lithuania, Latvia, Estonia, Romania, Indonesia, Canada, Venezuela and Chile. IKEA has also partly supported mapping in Brazil (WWF, 2007, p.5). By helping those countries with their forest they will benefit in many ways. Every country that has "forest business" (any wood-based products, house, paper, furniture etc) would benefit from a healthy forest. By helping to restore a great forest, IKEA helps all businesses in that country that are involved in the export of wood-based products. Not only the

business itself, but the people who live there will enjoy a healthier environment. For example was IKEA involved in the "Sow a seed project in Malaysia." In 1998 IKEA set up a project to save rain forest that had been devastated on the island of Borneo. Since then over a million trees have been planted and the goal is by 2008, to double that number.

Education

Since 2001, IKEA has been funding a one year course in forest management in the Baltic countries (Estonia, Latvia and Lithuania). They also recruit students from Eastern Europe to Sweden where those courses are taught at University of Alnorp (Lee, 2004, p. 12). This is a part of their business strategies because IKEA has started to put their plants in many of the developing countries in Eastern Europe. This is a good way to train the students at universities so they can go back and teach in their respective countries about efficient methods for forest management. Because the courses are supported by IKEA, they will gain loyal future employees and they will secure a good natural resource of forest. Many of the students from countries in Eastern Europe have not the privilege to attend universities so IKEA helps them in that. It is a win-win situation.

A Role Model

Some critics might say that IKEA does all those projects to get publicity and media space. They might argue that IKEA has financial motives in doing all this projects with UNICEF, WWF, Save the Children etc. The truth is that IKEA does so much more than they would have to do if the motives were just get great publicity. But because they do so much for the business and the people

where they operate they get a lot of positive publicity. Their reputation is great and Forbes ranks the company on the top 50 list of best companies to work for in the USA. IKEA is concerned with the reputation, but so far the reputation is a very positive one. The reputation obviously helps them to enter new markets. "In USA there are only 25 stores, that cover most of the metropolitan areas, but the goal is to be 50

company, but they have a clear vision about what they want to accomplish. They use ethical methods in reaching their goals. I want to finish with a quote as I began from Anders Dalhwig: "IKEA

realizes the role of business is changing, that our customers, stakeholders, suppliers, and coworkers expect more from us. With these expectations comes the responsibility of taking an active role by influencing social and environmental

This is a good way to train the students at universities so they can go back and teach in their respective countries about efficient methods for forest management.

stores at 2010. That is a remarkable expansion thinking that in 2000 there was only one store in the US!" (Anderson, 2005, p. 8). Other companies that want to expand could see IKEA as a role model. They have a culture built on ethical principles reflected by their founder Ingvar Kamprad. Their core values are not just a paper product but taught within the company. Other companies that wan to expand quickly should take a glance at IKEA and consider what they have accomplished.

Conclusion

In this article, I have argued that globalization actually can help the developing countries in getting stronger businesses and healthier population. I have used the study of IKEA to prove that multinational companies can do much good for the developing countries. They not only perform "charity" projects, but they help the countries improve their education, health, and environment. IKEA is not a perfect

issues wherever we are present. At IKEA we believe it is possible to make traditional business objectives and social and environmental responsibility work together-and well.

This philosophy is good for business and will contribute to long term profitability-because our customers will feel reassured that they are doing business with a company that shares their views and values" (Thomas, 2006, p. 9). Even if the role of business are changing, core values and ethical principles never do.

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One shipment, nine
time zones, no gaps.

The Church of Jesus Christ of Latter Day Saints

A Leader in Globalization

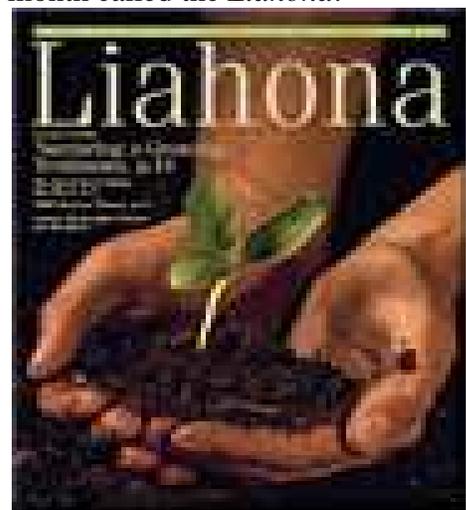
By Matt Cox

Companies throughout the world are trying to come up with better ways of going global. When companies go global they face challenges they have never dealt with before. One of those challenges is communicating to employees in foreign countries that come from different cultures and even speak different languages. This can be a major road block to the international growth of a company. In this paper I'm going to show how companies can learn how to communicate more effectively with employees by following how The Church of Jesus Christ of Latter-day Saints uses the *Liahona* magazine to communicate to its members. I'm also going to show how technology has helped the Church globalize as well.

The Church of Jesus Christ of Latter-day Saints

On April 6, 1830 The Church of Jesus Christ of Latter-day of Saints was organized in Fayette, New York. About 60 people were there to witness its formal organization. In just the span of over 175 years the membership of the Church has grown to over 12.8 million. These 12.8 million members of the LDS Church live throughout the world. There are more members that live outside the

States than inside. Members spread all over the globe from Utah to Ukraine, from Texas to Thailand, from New York to New Zealand, from Mexico to Madagascar, from Brazil to Belgium, and from Korea to Kenya. Imagine all of the different languages that are spoken mentioned in the countries above. The lists of countries above are just a few of the many where members of the Church live. The Church of Jesus Christ of Latter-day Saints has had to develop different ways to communicate to the members. One of those ways is through a magazine it publishes each month called the *Liahona*.



The Liahona

The *Liahona* is the official international magazine of the LDS Church. The magazine is available in over 50 languages and available to subscribers living anywhere in the world. Non-U.S. members subscribe to this magazine so they can read about the Church in their own language. Most international members never have the opportunity to hear from the leaders of the Church with their own ears. Most will never visit the semi-annual conferences held at the headquarters of the Church in Salt Lake City, Utah. These members are at a disadvantage compared to U.S. members. In order for the Church to reach out to international members they have published the *Liahona*.

The *Liahona* provides members with instruction, guidance, encouragement, and inspiration from Church leaders. Even though most members are not able to meet the leaders of the Church they can still read what those leaders say. The readers of the *Liahona* can know exactly what they can do to follow the leader's instruction. It doesn't matter if the member lives in Australia or Alabama they will know exactly what the leaders are saying.

The publishing of the *Liahona* wouldn't be possible without the contribution of individual members. Members of the Church are invited to contribute to the magazine by submitting articles about their own personal experiences, insights, ideas, and even local news. Each month subscribers are able to read about members of the Church in various places all over the globe. They are able to learn from one another and grow as a member and as a person.

Use of the *Liahona*-Nike

International companies can learn how to communicate with their employees more effectively by using a magazine similar to the *Liahona*. I'll use Nike as an example. Nike currently employs over 29,000 people that are spread over 6 continents. Nike's suppliers, shippers, retailers and service providers employ close to 1 million people. Nike has employees from different countries, cultures, and languages. On Nike's

To make sure those members all over the world can be instructed and uplifted they Church televises the conference by satellite.

website it opens with 13 different languages you can choose from and then you can choose what country you're from. The website is mainly for customers but it just shows how much international business Nike does. Nike has stores all over the world and that means they have employees all over the world. If Nike or any other international company would implement a magazine similar to the *Liahona* it would benefit their employees.

Of course there would a difference in content when comparing a church magazine to business magazine. Instead of reading about spiritual experiences employees could read about other employees experiences with getting along with co-workers. Instead of reading instructions of how to live a more a Christian lifestyle employees could read how to become a better communicator. Instead of learning about Church history employees could learn

International companies can learn how to communicate with their employees more effectively by using a magazine similar to the *Liahona*.

about company history. Instead of looking at pictures of sacred Church sites employees could look at pictures of the company in various parts of the world. Most employees of large corporations, like Nike, most likely don't even know who the president of the company is. Most employees don't know the history of the company they work for. Most employees most likely don't know how well the company is doing. If employees were to receive a monthly magazine published by the company they work for it would enlighten them. Employees would know who their president or leader was. Employees would be able to read articles written by company leaders. They would be able to learn the history of the company. They would be able to learn how well the company is doing monthly. Employees could submit articles about their own experiences, insights, and ideas. Employees would be able to read about co-workers and learn from them.

Technology equals Globalization

Technology has done wonders for the Church. Twice a year the Church has what's called General Conference where members all over the world are able to listen to their Church leaders. The General Conference is held in Salt Lake City, Utah, in a massive building that can seat over 20,000 people. Members travel from all over the world to attend this special event. However, most members don't have the opportunity to come and see the Church leaders in Utah. To make sure those members all over the world can be instructed and uplifted they Church televises the conference by satellite. Members that live in Nigeria, England, Germany, and Mexico all have the same opportunity to see the conference in their own church

building. The conference is translated into hundreds of languages and is available to nearly every country where the Church has members. Nike has been a front runner in the shoe industry for technological advances. I'm sure they have very efficient methods in how they communicate to their employees.

However, I highly doubt that each employee of the company has ever heard anything said by the company president. One way Nike can help empower their employees and continue to grow globally is to do what the Church does twice a year. Twice a year Nike's leaders could have a conference where they direct their presentations to employees on all levels. The leaders could motivate, instruct, thank, and encourage their employees to better themselves.

Implementing

magazine or newsletter similar to the *Liahona* can give employees greater company knowledge, self-worth, and simply something interesting to read. It's been proven that if employees are empowered they feel more important. When an employee feels like he or she has an important role in the company they naturally want to do better. When employees are more productive than most likely the company will experience growth. Peter Thompson, director of the future work forum at Henley Management College, says: "Genuinely empowered employees are happier at work. They drive down absenteeism rates and their productivity levels are higher." Large companies, like Nike, can learn from the LDS Church of how to communicate more effectively on a global level. The LDS Church uses to *Liahona* to teach, train, and motivate

international members. Companies, such as Nike, can empower their employees and globalize more effectively by using semi-annual televised conferences for their employees. Companies can do the same for international employees by developing a magazine or newsletter that will be used to inform, instruct, and enlighten.

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Costa Rica, Home of Tropical Giving

By Josias Solorzano

Costa Rica is a Central American country that has many natural resources which has benefited the world in the fruit industry. From the first time the country began to develop fruits, the country has experienced great economical benefit, but on the other hand it has also seen hard ships that the government has had to overcome. Overall, Costa Rica continues to be a leader in fruit production despite the barriers it has overcome. It has provided growth and mighty benefits to the banana users throughout the world.

A young man by the name of Keith Minor was the mind behind the idea of the banana production in Costa Rica. He saw a great opportunity for himself and for the country to build a great industry and business. He was inspired to build a railroad throughout Costa Rica, which would facilitate coffee and banana production. With such fertile lands, Costa Rica offered the best climate within North and South American continents. Realizing its potential, Costa Rica would be able to provide services to the whole world by producing fruits with its natural resources.

It was apparent to Keith that Costa Rica was meant to produce these kinds of products. He also considered the fact that bringing this industry to the Costa Rican people would allow the Costa Rican economy to increase.

The first bananas were imported to the U.S. in 1870 and just 28 years later, Americans in the U.S. were consuming over 16 million bunches a year. The story begins in 1871 with the construction of a railroad in

Costa Rica by an industrious 23 year old from Brooklyn named Keith Minor. (Landmeier, p.1)

During the 1930's the country faced some difficulties, which decreased banana production. United Fruit Company, which at that time owned many plantations, was forced to shut down plantations because of employee strikes. People wanted more benefits from these companies, and the companies refused to meet these needs. However, this did not stop the banana production in parts of Limon, Costa Rica, which is in the east part of Costa Rica. This part of the country continues to produce these bananas.



Opportunities

Keith realized that Costa Rica not only was tropical, but had great soil to grow banana trees and other fruits. He realized that coffee beans were a great success, but later realized that bananas

had great potential to the United States market and other parts of the world. The Banana industry exploded in Costa Rica and many citizens got involved with jobs in the production of bananas.

As a result of the 1930's strikes, companies began to crop these other fruits for both domestic and exporting usages.

While this created benefits for the country, it also created other issues that would have to be dealt with down the road. The first issue that approached the country was the lack of education for the young people. Young teenagers seemed to go and work for the plantations because it was the thing to do. There was not a future with education in their minds. As a result education was not a priority to families of these people. Kids were less educated, and schools became emptier as the days would go by. The government viewed this as a problem that the banana companies created. In those days the company was more important than the municipality (D. Arguello, 94).

Banana plantations began to give more to the people. Benefits were given, which included health, money, and education. This opened doors for plantations to have higher quality fruit and employees. They began to take responsibility within the countries by taking care of environmental issues. Sometimes this would include, not overusing the land, using less pesticides and not having too much waste.

Luckily, other companies such as Chiquita, Dole, and Del Monte moved into Costa Rica and began to implement some of these changes. Today we see these great companies' fruit in our

grocery stores selling bananas. They created a great system to ensure that these products are fresh when they arrive at our local grocery store.

Additional Fruits

After the difficult circumstances, the fruit companies were forced to produce more than just bananas.

They began to grow other fruits such as papayas, pineapple, mangos, zapote, jocote, anona, plantains, and other fruits. As a result of the 1930's strikes, companies began to crop these other fruits for both domestic and exporting usages. If we look in our local grocery stores, we will find many of these exotic fruit products from Costa Rica.

While Costa Rica provided fruit to the world, the United States also provided fruit back to this exotic country. Costa Ricans love apples, pears, and peaches. The United States was a top economic strength to Costa Rica because fruit was and continues to be exported fresh. The fruit was rarely infected with diseases or even plagues, which seemed to be a problem in the early 1980's (Bounds 2001).

Costa Rica Today

Costa Rica stands as the second largest producer in the banana industry. Current companies have been able to create better systems in growing the bananas each year. The lands are not being over used and are being well taken care of. Though it is still less expensive to grow bananas in Costa Rica, employers are offering more benefits to their employees. They are taking more responsibility in the well being of the country and its people.

Even though the acreage of plantations has gone from 125,000 acres in 1994 to 95,000 in 2002, the banana industry is still good in Costa Rica (Corbana, Banana Industry). The banana industry in Costa Rica produce 50 million boxes of bananas per year, making Costa Rica the second biggest exporter of bananas in the world (Piechocinski 2006).

Being a top leader in fruit exportation, Costa Rica has high ranks in economical growth for being a Latin American country. Life expectancy has increased, meaning people are being taken care of. The literacy has increased to 94.3%. That is 24.5% higher than the second best literacy rate in Central America. The Government claims that they are seeing more educated and smarter people in the country. These people are the ones that have helped the companies and country improve the banana industry in Costa Rica. This country is well known for its climate, and it continues to provide great bananas to many nations in the world. They have been able to become a better country and a better supplier to the world. Costa Rica is a country that demonstrated success in the

banana industry. Countries throughout the world including the United States rely on Costa Rica to provide these great tasting fruits. Furthermore, this country is using its natural fertilized lands to provide fruit to the world and economical growth to its own country.

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Optimizing Your Company's Success - Search Engine Optimization

Micah Zabriskie

The internet age has rapidly changed the way we as a world is doing business. We can virtually buy and sell products from across the world with a click of the mouse. In a recent study done by PEW research, seventy one percent of Americans surf the internet on a frequent basis through search engines such as Google and other major search engines. This number is outstanding to any business owner who is looking to increase profits and to take advantage of this ever increasing market. The question business owners should ask themselves is-- how can I tap into this growing market through search engine

optimization and what other options do I have in promoting my business online.

Search engine basics

I have recently talked to several different business owners about their strengths and weaknesses as a business. I was surprised to find that nearly all of the business owners I spoke with were concerned and even fearful of the recent growth in e-commerce. They mentioned they simply did not want to be left behind in the world of e-commerce, but they didn't know how to compete in the online market. I thought about the discussions I had with these respected business owners and I came to the conclusion that their lack of knowledge on subject of e-commerce was creating their fear for the future. The basic idea of search engines is to bring up related websites to the word or phrase being searched. There are millions and millions of pages posted to the web. After an internet user clicks on the "search" button, millions of what is called "spiders" search through these millions of pages posted on the web. They come back with the results of the search. These "spiders" are basically going through each website to see which ones match up the best with the internet users search. Your goal as a business owner is to create a website that fits the qualifications of the search engines so that the millions of online users can find your business and make you money!

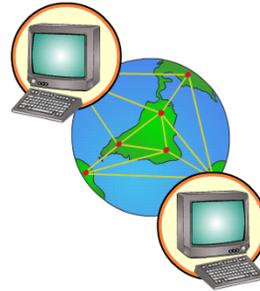
Optimizing through META Tags

One of these qualifications to being a top website is have correct META Tags. You've probably never seen a META Tag before because they are non-displayed texts that are only intended for the search engines. META Tags are HTML tags which provide information that describes the content of the web pages a user will be viewing. Search engines have

recognized that website owners and administrators can use this resource to control their positioning and descriptions in search engine results. Creating META Tags yourself can be a daunting task. It takes some training to learn the code but it can be learned within a short period of time. If you feel you might need some added help in this area, there are plenty of resources such as books, magazines, or online programs that can assist. The key is to have your META Tags effectively positioned so that the search engine “spiders” will favor your website.

Optimizing through keywords

Basic knowledge of search engines is crucial in overcoming this fear of the unknown. When we type in a word or a phrase through search engines such as Google or Yahoo, certain websites will come up that are related to that particular word or phrase. If you’ve ever shopped for “shoes” online you’ve probably noticed there are 178,000,000 total results from that one word. The word “shoes” in this example would be considered a keyword. This means there are 178,000,000 million websites in the world with the word “shoes” in them. The keyword “shoes” only needs to be included in the text of the website once in order to be included in the results of the search. The question is how can you get a potential customer to click on your website out of the other 177,999,999 websites? The positioning of the keywords (shoes) throughout your website will impact where your website will fall in the search engine rankings. Other factors would include the number of times the word or phrase being searched has been put into your web pages and the frequency of the word or phrase in your web pages. It helps to have the keyword in your actual web address. For example www.shoes4sale.com.



Just like the META Tags, having the keywords effectively positioned in the website is essential in successfully promoting your website.

Advertizing through Pay-Per-Click

Many times business owners have decided to try different avenues. They might not want to compete with the many other different types of businesses trying to optimize their websites. One effective way of promoting your website is through Pay-Per-Click. Have you ever searched for something and when the results popped up noticed a couple of sites at the very top with a different color background behind it? These sites are sponsored sites also known as Pay-Per-Click. These website owners probably don’t have the best META Tags or keywords throughout their websites. So how did they make it to the top? The answer is MONEY! Sponsored links are websites that have purchased the right to be at the top of the search engine results. What these websites often do is pay for each click someone will make in their link. This is a set amount such as 20 cents a click for example. There are however some things to consider. In a recent article the economics of Pay per Click advertising Howe (2006) said:

Before you launch a new pay per click campaign, you should estimate the profitability of the campaign. This is easy to do with a few assumptions and simple calculations. When evaluating the potential profit from a PPC program, you will only be

charged for the times that the user clicks your ad (p. 1). Pay per Click might be an effective way to shoot straight to the top of the search engine ranking if you feel it is worth that 20 cents

a click. Because it does take some time to reach the top of the list and because you might have more competition than you want; it might be worth it to you to make the investment.

The “Don’ts”

There are always going to be things you can do better to improve your search engine rankings. This is defiantly more of an art rather than a science. The qualifications a search engine requires of you to make your site hit the top of the rankings is always changing. The key is to know the principles behind promoting the site and then adapting to the changes in the qualifications as they come. Here are some of the don’ts when optimizing your website:

- ❖ Don’t forget who your target market is so that your keywords will draw them to your site.
- ❖ Don’t feel you need everything all at once; little changes to your website can eventually result in great success.
- ❖ Don’t be afraid to give someone else you trust the responsibility of promoting your website.
- ❖ Don’t be afraid to get advice from a qualified source.
- ❖ Don’t forget to keep an eye on the competition and where you stand next to them.

It is just as important to remember what not to do as it is important to remember what to do. You should always remember the “don’ts” when it comes to optimizing your site. They can be easily forgotten when you are focused on the details of optimizing the website.

Advantages and disadvantages-small business

How you want to optimize your search engine might depend on whether you are a small business or a large business. The effects of search engine optimization are going to be profound for both small and large companies in several different ways. For a small company, there is usually a smaller local market. Smaller companies have an advantage in the fact that they can focus their keywords on a smaller group of people. For example, if we type “shoes” into a search engine, we are going to get the same 178,000,000 million websites as we discussed before. But, if we type “wooden shoes” we get only 3,000,000 million results. Because of the specific shoe, we get smaller competition. In an article written on this advantage small

businesses have James (2004) wrote, “This will help you to identify possible keywords that have been ignored by competitors and will offer a niche opportunity for you” (p. 1). Small businesses tend to be able to use these niches better than larger ones.

A challenge most small businesses have in promoting their business online is a lack of resources. This means financially and also with time to allocate towards website promotion. Many times a small business will pay to have someone create and promote their website. The problem with this is that it is expensive, and it doesn’t allow you to be flexible. Often when a company will build a website and then promote it, the company will only do it once. This is a problem because for a site to be successfully optimized, it needs to continually be

changing to fit the search engines requirements.

Advantages and disadvantages-large businesses

The larger scale business has the advantage of being able to invest in optimizing its websites through its own IT staff or through its financial resources. Many times a larger business will use its IT staff. These employees are familiar to the website and its strengths and weaknesses. They also can spend more time on fitting the site to better meeting the needs of the search engines. Most often these larger companies will be able to bring in larger amounts of customers through their websites because of these resources alone.

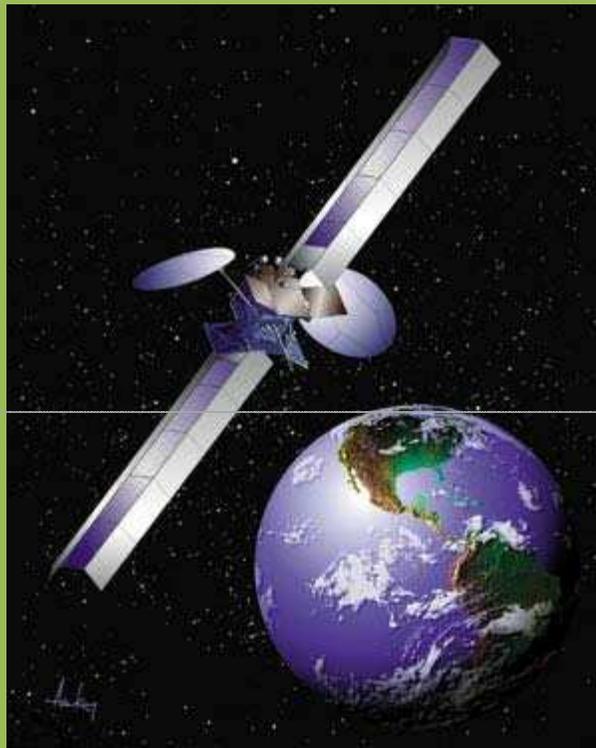
The downside of a larger business is much smaller and insignificant than to those of a smaller business. The only real disadvantage would be in being able to focus on the smaller target audience. Often these larger businesses will sell to the masses. The larger business owner can usually muscle their way into the top of the

search engine rankings even with the larger audience.

There is no doubt that search engine optimization is essential in effectively running a global business. Although it might seem too challenging to compete in this growing market; the reality is it is more and more essential. The fear of the unknown can be overcome for the small business owners and they too can tap into this growing market! There's no way of knowing how big this internet based market will get but it I'm will to say the skies the limit!

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SATELLITE RADIO, IS IT THE FUTURE?

| Sam Schwendiman

The Foundation Of Radio

John Vivian (2007) in his book *The Media of Mass Communication* gives the history of radio. He explains that Guglielmo Marconi sent the first message by radio in 1895 (p. 151). Since then radio has spread like a wild fire across the world. It connects people to news, entertainment, creates advertisement revenue, and brings communities together. Radio has lasted 112 years and is still thriving. John Vivian (2007) goes on to say that radio has two main frequencies, AM and FM. FM stands for frequency modulation (p. 151). Its static free technology was invented in 1939 by Edwin Armstrong (p. 150).

However, there is a new technology in the market. It is called satellite radio. The purpose of this article is to present the advantages and disadvantages of satellite radio.

The Positive Scoop On Satellite Radio

I recently had an experience that may have sold me on satellite radio. Last summer I had the opportunity to travel across the United States. Unfortunately, the car that we traveled in did not have a CD player so we relied on the radio to give us music. It was incredible how every two hours or so we would have to find a new radio station to listen to. We would lose signal. Not to mention just before we lost it, we had horrible quality. We couldn't understand what the commercials were saying, and the music quality was far less than desirable. I could only hear static and then—nothing.

In the world of satellite radio this would not be a problem. The stations are static free. They have digital quality and are fed by satellites, not air waves. This means that you can travel from one state to the next on a long road trip and keep the same station the whole time. The quality stays the same, there is no static and you don't have to change the station because you can't hear the music.

Satellite radio has an unbeatable variety. It has over 150 channels to choose from. Over 70 of the 150 channels are commercial free. It would be impossible to find a station that you liked. With that many channels you could find alternative, rap, talk and news.



The Negative Scoop On Satellite Radio

I personally don't have satellite radio but I do listen to the normal FM stations. The one thing that I find really annoying about local radios, is that I get in this groove of music and

then they do a commercial. It causes me to change the station. I search for another station without commercials or a talk show on at that time. Advertisements are how these local stations get their funding. If everyone went to commercial free satellite radio it would really affect the local stations. Advertisers wouldn't advertise on the local radio, but find other media.

Local stations would then go out of business. Satellite radio would hurt the economy.

Another aspect of satellite radio that people are used to is paying for the radio. Until now radio has always been free. I don't have to pay a subscription to listen to Z103. I just turn the dial and listen for free. It's not commercial free, but I don't have to pay for it. Who doesn't love free? There are two major players in satellite radio -- XM Radio and Sirius.

XM Satellite Radio

According to the XM Satellite Radio website (2001) XM Satellite Radio was founded in 1992. It offers 170 digital channels. It currently has partnerships with GM, Honda, Toyota, Hyundai, Nissan, VW and Audi. XM Radio comes standard with certain models of these cars.

They are in 140 vehicle models for 2007. Like other

satellite radio stations, you cannot listen to them without a subscription. The rate is \$12.95 per month or \$142.45 per year which breaks down to be \$11.87 per month.

How XM Satellite Radio Works

According to Kevin Bonsor (1999) XM Radio has two Boeing HS 702 satellites in orbit. They are appropriately named "Rock" and "Roll." The signal transmits from Washington, D.C. and then the two satellites broadcast it across the country. The Title, Artist, Genre and Station Name are all displayed on receiver. The competitor to XM Radio is Sirius, and they are a little different.

Sirius Satellite Radio

According to the Sirius Satellite Radio (2005) website, Sirius Satellite Radio was incorporated in 1990. It has 130 channels and 69

of them are 100% commercial free. It's named after the brightest star in the Canis Major. It is partnered with Chrysler, Dodge, Ford, Jaguar, Jeep, Kia, Land Rover, Lincoln, Mazda, Mercury, Mini, Mitsubishi, Mercedes, Rolls Royce, Subaru and many Rental Cars. The subscription cost is \$12.95 per month and \$145.45 per year. These costs are the exact same as XM Radio. However, Sirius does offer a lifetime subscription of \$499.99.

How Sirius Satellite Radio Works

Kevin Bonsor (1999) also explains how Sirius Radio works. Sirius uses three SS/L-1300 Satellites. The satellites spend about 16 hours a day over the continental United States and there is at least there at all times. Sirius has a similar

broadcast form to XM, except it has repeaters that beam the signal to

listeners where satellite signal may be interrupted.

Is Satellite Radio The Future Of Radio?

There are several positive points to satellite radio. It is commercial free, has digital sound quality, an extensive variety of stations to choose from, and you are always in range. However, satellite radio does have its negative points as well. It hurts the local economy, and is only attainable by subscription. Is satellite radio the future then?

John Vivian (2007) says that two years ago, 2005, satellite radio had an average net loss of \$770 million (p. 156). For a media that is going to be the future of radio, that is a pretty big loss. You decide.

The signal transmits from Washington, D.C. and then the two satellites broadcast it across the country.

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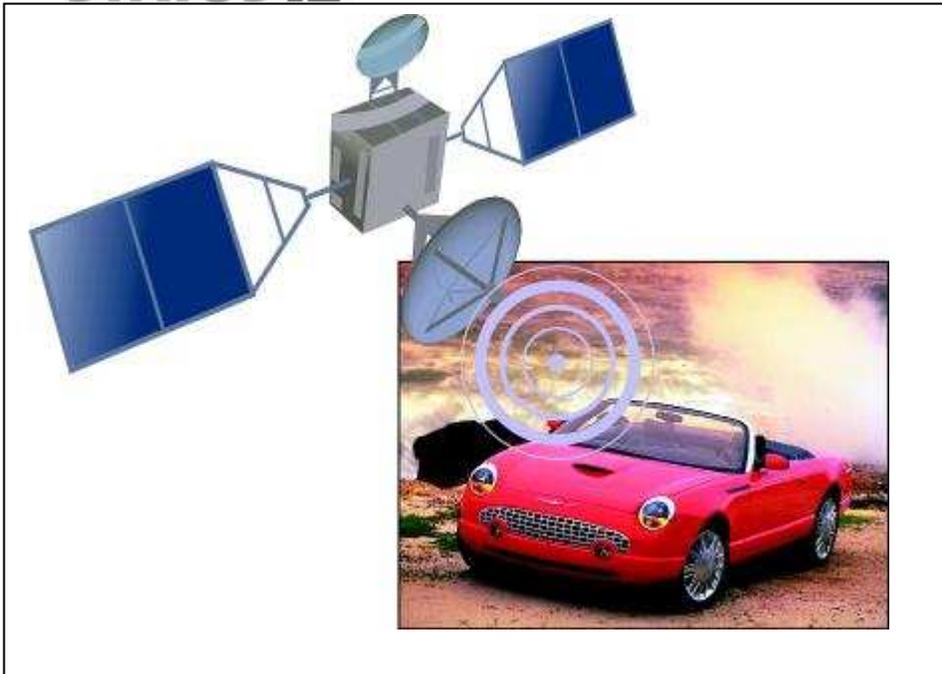
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SIRIUS 



Sirius Satellite Radio for Ford Vehicles

- Original factory equipment
- 120 channels of Satellite Radio
- 65 channels of commercial-free music
- 50 channels of sports, news and talk
- Crystal clear Digital Sound
- Travel coast to coast without changing channels or losing a signal





THE SALES OF IPODS

By: Molly Andersosn

Marketing is different throughout the world, America to Amsterdam, Zimbabwe to Zambia. Sheppard (2007) introduces a new question for thought: So how is it that a single product has sold over 100 million units worldwide since November, 2001 (p. 19)? Ng

(2007) gives three different strategies that Apple used well in marketing iPods throughout the world. They succeeded in finding a hot market, creating different versions, and creating something called the “halo effect”, which allowed them to develop the commanding market share they have today (p. 1).

majority of their marketing strategy playing to that fact. The battery life of each player has increased, along with its compatibility with both Windows and Macs. Horwitz (2006)

confirms the success of this approach. In talking about Tokyo, Japan, he says, “It’s basically impossible to go somewhere without seeing multiple people carrying and listening to iPods, and what’s more, many people - not most, but many - are wearing newer Apple earbuds rather than the old ones, suggesting that they have purchased iPods (most likely not just

Apple has found a way to appeal to the needs of each different society and culture.

Finding A Hot Market

The first step in successfully marketing a new product is to create one for an already existing market, one that may be lacking. Apple made a bold move into the computer industry by first introducing the iPod. The United States was experiencing free music download frenzy. The timing could not have been better.

Worldwide was a different story. Sheppard (2007) gives some alarming statistics. Apple shops selling iPods and various accessories can be found in 23 different countries (p. 19)! How is it possible to market the same product so successfully across the world? Apple has found a way to appeal to the needs of each different society and culture. A great example is Tokyo, and other areas of Japan. The pace in many parts of Asia is fast. There is a lot of traveling done, on buses, subways, etc. Apple has focused

the new earphones) over the past few months” (p. 1). Indirectly, Horwitz also poses another question. How has Apple been able to keep the interest of so many consumers?

Creating Different Versions

This is how. Video iPods to iPod shuffles. Black to pink to red to green to blue. Cases to docks to radio remotes. According to Sheppard (2007), 4,000 different iPod accessories are now available for sale (p. 19). With more accessories and options, consumers from all different cultures are able to personalize their iPods specifically for them. Sheppard goes on to describe the “ultimate” carrying case for an iPod nano. It is a case

made from white gold, then covered with 580 diamonds, retailing at more than \$6,000 (p. 19).

The original iPods were too large for working out, so Apple developed a new, smaller iPod, the mini. Still too large, they took it a step further and introduced the nano. These have been especially



popular overseas. Horwitz (2006), recalls seeing an alarming amount of people wearing iPods, particularly the nano, worn around the neck (p. 2). Weighing on about an ounce and a half, this is very possible. Do you think Apple originally saw the nano iPod appealing to other cultures in such a way? Probably not, but it was their creativity and broad product line that allowed them to generate those extra sales.

Realizing that an iPod is not exactly affordable to everyone, Apple took one more step. They increased their line to include iPod shuffles. They had a revolutionary hit, the iPod. They let the success grow and, when the time was right, they followed up their own winner with a cheaper product. Still carrying the Apple iPod name, the shuffle was able to appeal to a different target market.

The “Halo Effect”

With the success of the iPod and its increasing and continued popularity, Apple has created, what Ng (2007) calls the “halo effect”. He says, “The halo effect is essentially this: increasing sales of one popular product will generate more sales for your other existing products” (p. 1). In

the case of Apple, the success and accomplishment of iPods has helped to increase the profits from Apple computers. Looking to the future, what effect will the sale of iPods have on the new iPhone that is

about to be released? Knight (2007) says, “Apple will turn a nice profit, develop incredible mind share, and eventually expand the iPhone line with less costly models and higher-end ones. Just like they did with the Mac. Just like they did with the iPod” (p. 1). Apple has found a marketing strategy that works. They have a product to start at the top of the market. They have a product that will compare with Blackberry’s and other “smart” phones that are out there. It’s safe to say that without the iPod, the iPhone would be a lot further away than just a few weeks.

So What?

Competition has come and gone, yet Apple’s dominance on the industry is still strong. Dalrymple (2007) quoted Greg Joswiak, Apple’s VP of worldwide iPod marketing as saying, “The competition had to relate themselves to the iPod—this is one of those rare situations where more competition actually helped us” (p. 1). Regardless of the success of the Apple iPod being highly underestimated and unanticipated, it is there. Graham (2006) sums it up well, “Try to take an iPod away from anyone who owns one, or more likely, several, and see what happens”

(pp. 24-25). For better or worse, world, it looks like Apple and their iPods are here to stay.

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Design by Ornan

The new iPod Zune check this out!

30,000 songs.
50,000 photos.
300 hours of video.



Turn-over concept, flip from normal- to widescreen

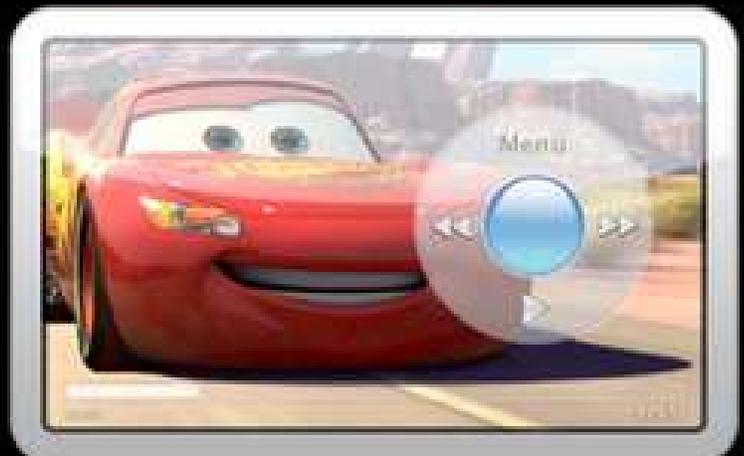
Wide touchscreen with digital scrollwheel

Full bluetooth integration with wireless earbud headphones

Digital Audio Broadcasting

Black and white

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from \$299



The Emergence of the Agile Worker

By Danny Roe

The world around us moves very fast. In the words of Ferris Bueller, “Life moves pretty fast; if you don’t stop and look around once in awhile you could miss it” (Hughes, 1986). In life, time is a scarce resource. It is limited. There are only twenty four hours in a day and only so much we can do with that time. One of the challenges in life is to learn to balance all the things that demand our time: family, work, business, and other activities. Years ago, it was thought that working from home or telecommuting would be the wave of the future to help people balance their lives. However, telecommuting never took off the way people thought it would. But in recent years, as technology has improved and become more affordable, a new trend has emerged. Companies provide technology to their employees to allow them to be connected to the internet or “online” all the time, and enable them to work remotely, either from home or from the road.

Downfall of Telecommuting

The biggest reason why telecommuting never took off is that it is hard for companies to enact official telecommuting programs with employees following the same work schedule and routines only from a home office. Armour (2001), of *USA Today*, says that there are multiple reasons for this. First, managers are reluctant to adopt telecommuting, because teamwork is vital to businesses today due to the fast pace of the workplace. Second, employees are unsure about it because they fear working outside the office will hurt potential career advancement. Third, employers are worried that allowing workers to telecommute will cause security risks by creating more opportunities for computer hackers (p. 1).



“Agile Workers”

However, with the emergence of cheaper handheld devices that have wireless capabilities, work is becoming less and less about location and more about accessibility. These devices allow employees to work when they want, where they want, and not be stuck in an office, whether it is at work or at home. Mears (2007), of *Network World* magazine calls this type of work, “agile work,” and predicts that this is a trend that will outgrow telecommuting. In fact, the numbers of these agile workers that worked remotely at least one day a month grew 10% between 2005 and 2006. She states, “There are a number of reasons behind the fast growth in agile work, [especially] the availability of economical, high-speed broadband and wireless access—which makes it less expensive and more productive to work remotely — as well as an effort by employers to provide employees with the flexibility to achieve work-life balance, experts say” (p. 1). These reasons for growth will only open doors for more companies to provide technology to their employees to take advantage of these benefits.

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China Investing in Blackstone

By David Morgan

Many heads have been turning towards China in the last few years, paying attention to how the population's middle class is growing, what trade agreements have been made, what the political leaders are changing, and much more. Something that China has just announced as of June 10th of this year is a large investment in a United States owned, private equity company, named Blackstone Group. The effects of this announcement have already started to take place on U.S. financial markets. If China not only starts investing in private firms with their foreign exchange reserves, but sells their holdings of U.S. Treasury bonds, there could be a large price to pay for the average American.

Blackstone chairman, Stephen Schwarzman, told CNBC's Michelle Caruso-Cabrera that they went to China earlier this year to ask China to invest in the U.S. This should not be that big of a surprise considering that China announced plans to move this direction back in February. According to CNBC.com, Caruso-Cabrera

stated, "The Chinese government announced plans in February to spend \$200 billion in alternative investments as the country sought to diversify foreign currency reserves of more than \$1 trillion" (p. 1). China has been purchasing large amounts of treasury bonds for a while now. The United States has been running a trade deficit with China for years. China has been investing those extra dollars received from the U.S. into the U.S. banks in the form of mostly treasury bonds.

The reason that the news of China looking for other places to invest is so important is because of the dependency of the U.S. government on the funds received from foreign investment countries like China. In Ian Williams's article, he says, "Almost half of the US Treasury bonds are now owned in Asia. So China is financing Bush's bold economic experiment: running two or more wars simultaneously with a huge budget and trade deficit, and equally huge tax handouts for the richest Americans" (p. 1). Williams also stated the China's trade surplus with the U.S. is 100 billion dollars (p. 1). China has never invested in a private equity fund before this announcement.

There could be large changes in the places where governments are placing their excess funds. China is looking for a larger return on their money and is trying out new markets. Michelle Caruso-Cabrera said, "China, the world's fastest growing major economy, is trying to boost returns. Much of its \$1.2 trillion of foreign exchange reserves is invested in dollar-denominated bonds" (p. 1). Blackstone Group is a private equity fund that manages large amounts of assets. Michelle Caruso-Cabrera said, "The firm said it had \$88.4 billion of assets under management as of May 1" (p. 1). This private equity firm plans to go public this month. In an article from Washington Post,

Joe Bruno, wrote, “In a filing with the Securities and Exchange Commission, Blackstone said it would value its common units between \$29 and \$31 each.” Selling 133 million common units to the public will make Blackstone around four billion dollars, plus the three billion that China is investing separately. Joe Bruno went on to say, “The deal with China will allow Blackstone to directly buy into Chinese companies as that nation becomes more receptive to foreign investments” (p. DO3). Blackstone is building a relationship with China for the future. Other firms will follow Blackstone in asking China for investments.

Blackstone is still asking China to invest in some of the assets they manage to diversify the 1.2 trillion dollars in foreign exchange reserves. Blackstone is the first private equity firm to go public. Many analysts think that they are the first of many. If China is looking to diversify its portfolio, then what other plans do they have this year? “We haven't been looking for other deals yet, because as you know, we haven't established this company yet,” said Jesse Wang, chairman of government-owned Jianyin Investment, which signed the deal with Blackstone (p. DO3). China is just getting their feet wet in diversifying their large funds, but are taking one step at a time. China is setting up an agency controlled by the government to look for and control new investments.

The traders for large financial firms saw the news about China stroll across Bloomberg Monday morning around 7:00 am. They immediately started giving higher interest rates to their clients. This makes sense with the basic ideas of supply and demand. If China lowers the level of investment or stops investing in U.S. Treasury Bonds, less money will be printed and the supply of cash will decrease. The

demand for cash will increase and cause higher interest rates for those seeking loans.

Many people want to know what lies ahead for the 10 year Treasury bond interest rate with this news. The news about China along with other factors has caused the United States 10 year Treasury bond yield to increase dramatically in the last few months and especially two days after China announced their investment in Blackstone. CNNmoney.com editor, Paul R. La Monica, said, “The price of the benchmark U.S. 10-year Treasury note has fallen in recent months, sending yields, which move in the opposite direction of prices, from a yearly low of 4.49 percent in early March to 5.3 percent on Tuesday, the highest level in five years”(p. 1). Graph 1 displays the 10 year treasury bond yield rate rising from March to the peak in June of this year.

This change will keep interest rates for mortgages and corporate loans high for the rest of the year. If people can't borrow to further business, economic growth will slow and the housing market will continue to hurt. This last week has been a scare to many businesses throughout the country. Monica continues, “The resulting rise in yields spooked many on Wall Street since bond market rates help set rates on mortgages and many other consumer and corporate loans”(p. 1). The stock market recently has been doing well as a whole. This might be because some companies have been borrowing to buy back shares to increase the demand and price per share. Companies have been doing this because of the ease of obtaining the finances. If interest rates increase like they have been for the last week, this practice will stop.

If China not only starts investing in private firms with their foreign exchange reserves, but sells their holdings of U.S.

Treasury bonds, there could be a large price to pay for the average American. China's announcement has turned heads and started down a new alley. Blackstone is the first private equity firm to go public. Blackstone will be the first private U.S. firm China has invested in. China is planning to continue to diversify their foreign exchange reserves. History is in the making and many are watching to see what happens.

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Google movie search gives you links.

Yahoo! Search

GIVES YOU MORE

Now get all the movie info you want in one search

Try search now:

[Knocked Up](#) [Ocean's Thirteen](#) [Surf's Up](#)

The advertisement features three circular movie posters: 'Knocked Up' with a woman, 'Ocean's Thirteen' with a man in a suit, and 'Surf's Up' with a cartoon character. The text is in a clean, sans-serif font, with 'Yahoo! Search' in a large, bold, yellow font.

Ways to Enhance Your Credit Score

By: Vivian Frei

Be aware of what creditors know

Keep in mind that everyone is entitled to a free credit report only at certain websites. Some sites may deceive you in saying you can obtain the report for free but in order to so you will be required to subscribe to a service that you don't need and if that is not canceled before 30 days you will end up accruing charges.

In order to obtain your actual credit score you may have to buy it or simply ask a loan officer when applying for a loan. Chatzky says, "the higher your score, the less you pay" (p. 119). She explains that a score of about 720 will usually pay half as much as someone with a score of 600. This means that if your score is high enough to be considered a "good score" you will be paying less in interest than someone who has a low credit score.

Make yourself more attractive to lenders

The single most important thing to learn is to always pay your bills on time. A bill that is late by even a few hours may incur some fees and increase your interest rate. If paid late a bill will show up on your report and give lenders the impression that you may be late on all of your payments. Bear in mind that how you take care of your finances will affect how lenders view you in the future. The next important point is to live within your means; do this by only using 30% or less of what your available credit is. This

will show lenders that you watch what you are spending and are purchasing only what you can afford.

Another important thing to remember is to maintain open accounts as long as possible. By doing this you are showing lenders you have a wider history than closing older accounts and simply keep recent ones with less activity. The older your accounts are the more information they are showing about you.

The best way to undo the damage caused by your own bad behavior is to pay bills on time, whittle away at balances on cards that are maxed out and resist opening new ones.

Bouncing back from mistakes

Chatzky says, "the best way to undo the damage caused by your own bad behavior is to pay bills on time, whittle away at balances on cards that are maxed out and resist opening new ones" (p. 124). She also suggests that if you're in too deep and may feel overwhelmed you can consider paying your debts through an agency. This will appear on your credit report but it will be less damaging than declaring bankruptcy.

Another option you may consider is consolidating your debt. This would be a good choice for you if you have numerous loans with high interest rates. When you consolidate those loans you will only be making one payment with a lower interest rate. This not only helps you to manage your finances better but it will help you liquidate those debts sooner than having to

worry about numerous accounts that need attention.

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Possible Destabilization of the World Economy by Chinese One-Child Policy

By Harley Wentzel

At the time of the birth of the People's Republic of China in 1949 the new government was zealous to announce the end of human suffering in the country (Neurath, 1994, p. 158). Part of the spirit of the revolution was that resources would now be so abundantly available that concerns over supporting such a large population would be a thing of the past. It didn't take long, however, for the rhetoric to settle and for reality to take its place. After a period of tremendous population growth on the wake of the hopes of the revolution, the government began to notice that the increasing growth of the people was not actually logistically sustainable.

Birth control, which was once shunned by the government, began to receive official backing. Finally in 1979, the government implemented a one-child policy in order to control birth rates. The restrictions of this policy have now been in force for several decades. Already the future of China has been affected by this change in its natural course. There are, of course, moral and ethical implications of this radical population control strategy with regard to human rights. But, there are also world economic ramifications. As China is

quickly becoming a more significant player on the world stage it will become increasingly important to examine the effect that this one-child policy could have on the world economy.

The size of a labor force directly impacts the GDP of a country. It is important to know a country's population and growth rate to accurately forecast its growth. Because of conflicting reports, the current fertility rate of China can only accurately be estimated to be between 1.7 and 2.1 (U.S. Embassy, 1997). This is a huge discrepancy which stems from the secretive and often inaccurate data made available by the communist government. A major result of this conflicting data is that quantifying the effective success or failure of China's one-child policy to the present is nearly impossible. The replacement fertility level of a population is 2.1 (Larsen, 2002). If the fertility is higher than this number then the population will grow, if it is lower, then the population will contract. The CIA has the rate pegged at 1.75 (CIA, 2007b) if accurate, this signifies that China's population and workforce are actually shrinking.

With China, the poor data means much of our analysis of its future is based on non-quantitative information and speculation. Regardless of its current size and growth, there are theories that reflect many of the negative impacts that may soon be taking a serious toll on China's future.

Uncomfortable Side Effects

One of the potential damaging side effects of the one-child policy is that parents in a one-child family will tend to over-indulge their little one. This has been coined as the "little emperor" effect. The fear is that Chinese sons will suffer in their communication skills as they develop

socially without siblings and always as the center of attention of parents and grandparents (Geographical Association, 2004-2006). This could have repercussions. Another principle concern of the one-child restriction is the burden of the generational legacy costs that single children will have to bear. As the length of the policy reaches a third generation, and beyond, aging parents and grandparents will be supported by increasingly fewer workers. This is called the 'One-Two-Four' phenomenon. To illustrate; two sets of parents may each have one child; these children could themselves marry and bear a new child of their own. This singular child then could potentially find himself directly responsible for the care of six individuals, his parents and four grandparents. This is in addition to his caring for his own family.

We in America are facing a similar crisis in the future, though not to such a potentially catastrophic scale. "The Social Security Administration expects that before the middle of the 21st century there will be only two workers for every social security beneficiary; as recently as 1960 there were five workers for every beneficiary"(U.S. Bureau of Labor Statistics). Our promised social security entitlements and pensions are on uncertain footing as many of the baby-boomers in the current labor force are preparing to retire. However fearful this looming obstacle may appear in our country, it will be minuscule compared to what China could soon be facing as there may one day be only one worker for every six beneficiaries.

There is also a fear of social instability caused by a population composed of too many men. It has been estimated that by 2020 there will be thirty million more men

in the international business world if the level of communication skills of Chinese businessmen wanes.

than women in China (BBC, 2007). This could be caused in large part by the Chinese cultural preference of having sons over daughters. If only one child is permitted, then most families will prefer a male. Many families may have already begun to take extreme measures to ensure that this happens. "Abortions on female fetuses are believed to be widespread as couples, particularly in rural areas, hope for a son who will look after them in their old age" (BBC, 2007). This gender imbalance could also further complicate birth rates and generational legacy cost problems.

Conclusion

There have been many studies and much sideline analysis conducted by westerners on the effects of the one-child policy. Some say it is effective while others argue that it's only destructive. It is, at the very least, a controversial and potentially hazardous program. Undoubtedly the Chinese have also researched their decided course thoroughly and concluded that the potential benefits continue to outweigh the risks. Because the Chinese government is so secretive about its internal affairs, it is very unsettling to imagine that they have important data that they have not shared with the public or with the rest of the world about all the risks. Few would argue that the Chinese need not exercise more responsibility toward the worldwide community when it comes to this potentially destabilizing matter. We can only hope that they will become more forthcoming as their internal affairs become increasingly influential to the worldwide economy.

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Optimizing Your Companies Success - Search Engine Optimization

Micah Zabriskie

There are many business owners world wide that do not feel comfortable in today's internet age. Usually the business owner tends to a small business owner with limited time and capital to invest online. The purpose of this article is to help business owner understand how to promote their websites through the internet. Search engines are playing a major role in the way all business owners are doing business. This article illustrates the differences between large businesses and small businesses and their relationship to search engine optimization.

This article addresses the basics of search engines that can help the business owner to effectively use search engines to promote their business. The article addressed the basics in search engine optimization including: META Tags, key words, Pay-Per-Click advertising and what things to avoid in optimizing a website.

Through the techniques discussed in this article, any business owner can compete in the fastest growing market in the world. You will always have advantages and disadvantages depending on your businesses size, but with the information given in this article, any business can see results.

Japan's Painful Cultural Lesson

K. Todd Crabtree

The Japanese consumer electronics companies have been the dominant player in the global market. As a recession hit Japan, they were put in the position of needing to make changes or lose their position. As the government, and the largest electronics company, Sony, responded to these challenges, they did so in a way that was guided by their own cultural values. While these cultural practices had served them well when business had been booming, they proved to be disastrous in this time of economic difficulty. Instead of responding to the needs of the economy, they responded to the needs of their culture, which caused the recession to drag on much longer than predicted.

This article examines Japan's cultural practices and how they dictated their responses to their troubles, focusing specifically on Sony's Walkman and the battle they lost with Apple's new iPod. Getting beat by a computer company in the market they invented finally forced Sony, with the government's urging, to assimilate some of the un-Japanese business practices of the western world in order to repair their suffering sales and image. These changes will be unpleasant when viewed through the Japanese cultural traditions but they are necessary for the Japanese economy to regain their position as the global electronics leader.

Satellite Radio, Is It The Future?

Sam Schwendiman

Satellite radio connects people to news, entertainment, creates advertisement revenue, and brings communities together. The stations on satellite radio are static free and can be received anywhere. The days of looking for stations that come in clear or that will come in period are over. Satellite radio has digital quality and is fed by satellites, not air waves.

It has over 150 channels to choose from and over 70 of the 150 channels are commercial free. The two negatives of satellite radio are the cost for a monthly prescription and that local radio stations might go out of business. There are two major players in satellite radio -- XM Radio and Sirius. Both of these companies charge \$12.95 per month and have multiple satellites. In order for satellite radio to become the future these companies will have to overcome a 770 million dollar net lose.

Globalization & the Internet-- A Perfect Couple

Neal Metler

The internet is one of the easiest ways to help your company become a global player. This article focuses on why companies are using the Internet to do business and the effects this is having on globalization.

The article uses a recent interview with Terry Metler, President of Public Safety Connection, and expands on his list of ten ways an online presence, through the Internet, has helped companies go global. One way the Internet has benefited my company is that a start-up company can appear as large as a big company. It makes people equal. It can be seen around the world.

There are organizations you can belong to which let you list yourself as a buyer and you can then be connected to sellers. You can instantly update product offerings because the Internet has become user friendly. Another benefit is the low cost; cost to operate and the cost to maintain. If you want higher rankings, for example on a search engine, you can pay more to enhance your ranking and visibility. The internet does not need a sophisticated setup. Any laptop or desktop PC will work, and you can manage your website communication through e-mail and sales.

The internet gives the ability to advertise instantly, and the costs to advertise are low. The internet has caused overhead to be less with no brick and mortar storefront. The internet has made it possible for financial transactions take place instantaneously. Those who are looking to expand their businesses must have on their objectives, a presence on the World Wide Web to market themselves globally.

Apple and iPods Against the World

Molly Anderson

Apple has earned a commanding market share in the digital music world. How? They have developed a winning global marketing strategy. This strategy includes finding a hot market, creating different versions, and establishing the "halo effect".

In finding a hot market, Apple successfully appealed to the wants and needs of the different foreign countries. They have seen evidence of continued purchasing, which implies the continued interest of consumers. They have kept this interest by introducing different styles, different colors, different cases, and other ways to personal and ipod specifically for the buyer. The "halo effect" has increased the profits earned from other Apple products. It will continue to affect all products and goods that carry the Apple logo. Overall, the market share of Apple is expected to remain as the leader.

How Globalization can Help Developing Nations

Johan Rydstrom

We have all heard stories about unethical behavior of global companies in developing countries. Many global companies use the cheap labor (even child labor) and abuse the countries resources and give nothing back in return. There **are** companies that act ethical and do much for the people and the business development in the countries they enter.

IKEA is an example on one of those companies. Their business strategies could be something that other companies could copy. They have chosen a business strategy that gives back to the country and its people. They are involved in many environmental projects and have had a long relationship with The United Nations Children Fund (UNICEF), World Health Organization (WHO), and World Wildlife Fund (WWF) etc.

This article will show IKEA's involvement with these organizations and how they could be a role model for other companies that want to go global.

The Church of Jesus Christ of Latter Day Saints A Leader in Globalization

Matt Cox

When companies go global they face challenges they have never dealt with before. One of those challenges is communicating to employees in foreign countries that come from different cultures and even speak different languages. This can be a major road block to the international growth of a company.

This article shows how companies can learn how to communicate more effectively with employees by following how The Church of Jesus Christ of Latter-day Saints uses the *Liahona* magazine to communicate to its members. The article also explains how technology has helped the Church globalize.

The *Liahona* is the official international magazine of the LDS Church and is one of the ways the church is communicating internationally. The *Liahona* provides members with instruction, guidance, encouragement, and inspiration from Church leaders. The LDS Church uses the *Liahona* to teach, train, and motivate international members. Companies like Nike would benefit from producing an international magazine like the *Liahona*.

Costa Rica Home of Tropical Giving

Josias Solorzano

Costa Rica is a Central American country that has many natural resources which has benefited the world in the fruit industry. From the first time the country began to develop fruits, the country has experienced great economical benefit, but on the other hand it has also seen hard ships that the government has had to overcome.

Overall, Costa Rica continues to be a leader in fruit production despite the barriers it has overcome. It has provided growth and mighty benefits to the banana users throughout the world. Realizing its potential, Costa Rica would be able to provide services to the whole world by producing fruits with its natural resources.

Banana plantations began to give more to the people. Benefits were given, which included health, money, and education. This opened doors for plantations to have higher quality fruit and employees. Costa Rica stands as the second largest producer in the banana industry.

Current companies have been able to create better systems in growing the bananas each year. The lands are not being over used and are being well taken care of. Being a top leader in fruit exportation, Costa Rica has high ranks in economical growth for being a Latin American country. Life expectancy has increased, meaning people are being taken care of.