

Texas A&M University

Europe Marketing Study Abroad

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Marketing 402

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July 2018

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Daily Journal

Day 2 | May 18, 2018: *London*

Today we arrived in London and started our day with lunch at a pub in Oxford called Wig and Pen. We then had a walking tour of the University of Oxford, the oldest university in the English-speaking world, led by our tour guide, Leigh, who has been a guide since 1986. In the early years of Oxford, rich men who did not marry or have children went to Oxford to study religion. Throughout our tour, many students passed by covered in silly string and confetti. Leigh explained that they had been “trashed,” an Oxford tradition upon the completion of finals. They wore varying color carnations that symbolized their progress in taking finals, whether they were on their first day, last day or somewhere in the middle. I enjoyed learning about the differences between the European education system and the American education system. What we consider private schools in America are actually called “public schools” in the United Kingdom. At Oxford, there are 24,000 students and 38 colleges, each with its own unique culture; some are much more competitive than others. Students can apply to up to 5 universities through the English Central Application, but they cannot apply to both the University of Oxford and the University of Cambridge.

After our tour, we checked into our hotel, Copthorne Tara Hotel, before walking as a group to the Tube that we used to get to Leicester Square. Leicester reminded me of Times Square in New York with its bright signs, street entertainment and fast-paced environment. I had dinner at a restaurant in Chinatown with my project group, Jessica Singer, Tyler Tykel and Sara Stein. We visited the 7-story M&M store nearby and then navigated our way back to the hotel on the Tube. To end the day, the four of us reviewed our information and practiced our presentation on Harrods that we will give tomorrow.

Day 3 | May 19, 2018: *London*

We started the morning at British Parliament for a group photo before going to the Mary Sumner Tea House for group presentations and guest speakers. First, we heard from the London, England and British Government group. The British Government is bicameral and consists of the House of Commons and the House of Lords. I enjoyed the information shared about the culture: there are over 250 languages present, punctuality is key, and long eye contact and loud noise are best to avoid. Next, I presented with my group on Harrods, an impressive 7-floor luxury department store in London. Our last presentation for the day was over BrandOpus and Hard Rock Cafe. BrandOpus is a branding agency headquartered in London that works with brands such as Twinings, Pipers and Willies Cacao. They also have offices located in Australia and New York. Hard Rock Cafe started in London in an Old Rolls Royce dealership and is currently owned by the Seminole Indian Tribe in Florida. Hard Rock's Rock Shop currently has over 80,000 memorabilia pieces.

Ms. Karina Thresh and Ms. Caroline Winnington, both Senior Account Managers for BrandOpus, spoke with us about their company and some specific case studies. BrandOpus has 4 "Brand Matters" that they focus in every project: Brand over Product, Identity Frames Perception, Symbols over Words, and Eachness not Sameness. They explained and elaborated on each of these in their case studies with Carling, Rowse, McCain, Twinings and Belvedere Vodka.

We took a short lunch break, and I ordered my Aggie Ring at Pret A Manger before hearing from Sir Peter Viggers, a Retired Member of Parliament. He shared his views on the issues that the world is facing and the issues that specifically the United Kingdom is facing.

World issues center on artificial intelligence, clash of civilizations and global warming, whereas the United Kingdom is dealing with issues such as health, transport, education, social care of the elderly and employment. Europe currently constitutes 6% of the world's population yet is responsible for 25% of the world's GDP.

Next, we took a guided tour of British Parliament which was an incredibly ornate building. In 1215, the Magna Carta brought about the need for Parliament and in 1834, the old building was destroyed. We walked through each room including the main chamber where voting occurs and the annex where no voting occurs. Red was the prominent color as it was expensive and symbolized wealth opposed to green which was a cheaper color.

Afterwards, we had free time to explore London and have dinner. Jessica Singer, Sally Miller, Aaron Macias, and I decided to check out the London Eye. We were able to purchase tickets quickly and enjoy a beautiful view of London during sunset. For dinner we decided to go to a restaurant near the hotel called Ask Italian and had delicious pasta. It was an exhausting but great first full day in London!

Day 4 | May 20, 2018: *London*

We began the day with a bike tour of London. Before the trip, I was not looking forward to any of the bike tours, but today's bike tour ended up being a great way to see a large portion of the city, and fortunately, my childhood bike riding skills quickly came back. We biked through the 4 Royal Gardens: St. James, Green Park, Hyde Park and Kensington Square Park and our tour guide, Matt, shared some history. The road around Buckingham Palace was closed off for an upcoming ceremony, but we were able to ride through the wide open street while the people cheered- one of my favorite moments! We made additional stops at Kensington Palace, the Houses of Parliament, Westminster Abbey and Big Ben. Big Ben was under construction, so it did not look quite the same as photos, but it still was great to see. We stopped at Trafalgar Square where we had some time to walk around and visit the National Gallery

For lunch, Jessica and I picked up some fresh food from Pret a Manger, a nice change from our typical pizza and pasta, and we had a picnic in Kensington Square Park. The amount of dogs and heavy foot traffic made for great people watching and a relaxing hour to soak up the culture. We then tested out the bus system (not quite as simple as the Tube) to make our way to Hillsong Church London. A bit confused, we exited the bus and found the nearest Tube stop and eventually made it to Hillsong. At Hillsong, we were able to worship with locals and tourists from around the world to very loud and upbeat music. The service was much more energetic than the typical American worship service.

I signed up to attend the Indian dinner at Memories of India. Not ever having had Indian food, I was very curious about what I was going to eat. It ended up being delicious and a great way to get to know more of the group in a smaller group setting.

Day 5 | May 21, 2018: *London*

Before Harrods opened at 10am, our group went on a tour of the store and learned a little bit about the history of the store. Having researched this topic, I was excited to finally see the 45 acre store and various elements I had read about online. We were our guide, Elena's, first tour group, so some details were missing, but I loved getting to simply observe the employees prepare for the opening and to see the extravagant setup and display of such nice products. I found it interesting that Harrods owns buildings on both sides of the store allowing staff to enter in a different spot than the 11 entrances customers enter through. There are 25 restaurants and departments ranging from accessories and clothing to technology and children's toys.

Next was a professional visit with Hard Rock Cafe. We heard from Mr. Craig Nightingale, Sales and Marketing Manager, and Ms. Magda Lapinska, Sales and Marketing Coordinator. Hard Rock began when 2 Americas, Peter Morton and Isaac Tigret, visited London and simply wanted to have a solid American style meal. Their mission was to "create authentic experiences that rock." The first US cafe opened in 1982, and today there are 181 cafes in 75 countries. In addition to the cafes, Hard Rock sells location specific merchandise, with retail making up 40% of the cafe business. In regards to Hard Rock's marketing strategy, they utilize email marketing twice a month and various social media sites; Facebook is their most successful. Mr. Nightingale emphasized the importance of ensuring that their marketing methods are trackable. After the presentation, we had lunch at the London Hard Rock Cafe.

We had an optional theater night where I was able to see *Wicked* at the Apollo Theater. It was an amazing performance! Afterwards, we went to a traditional English pub that was covered in Royal Wedding decorations.

Day 6 | May 22, 2018: *London*

Today was an Arts and Culture Day in London, and I loved every second of it! First, I went with a group of students to Westminster Abbey for a self-paced tour. Westminster Abbey is a large gothic church that was built in 1247. We were able to walk around and see various parts of the Abbey, including the altar that changes color based on the current season. The Abbey houses the Quire where monks came to pray 7 times a day and the Grave of the Unknown Warrior that is the only unwalked on grave. Because we were there the day after the Royal Wedding, we were able to see Meghan Markle's bouquet that was placed on top of the grave.

Next, I had Afternoon Tea at Kensington Palace with Jessica, Sally and Paige- definitely a highlight of the trip for me! We sipped our tea, ate pastries and finger sandwiches outside near the Sunken Garden and enjoyed the beautiful weather. Afterwards, we visited the "Diana: Her Fashion Story" exhibit inside Kensington Palace. Here we were able to see Princess Diana's elegant outfits throughout the years.

Lastly, I went on the Thames Evening Bike Tour. This was a great way to see some more of London's historical sites such as the London Bridge, Tower Bridge, Tower of London, Shakespeare's Globe, and the London Eye. Our tour guide, Mike, shared that the London Bridge was built in 1160 but has been rebuilt several times with its most recent structure being constructed in the 1960s. It was not nearly as impressive looking as the beautiful, bright blue Tower Bridge. The London Eye was the world's largest ferris wheel when it was built and London did not like it. With just a few minutes left of the tour, I somehow flipped over my bike and crashed while going straight, ripping my shirt and getting some nice bruises. Not the most fun experience, but definitely memorable!

Day 7 | May 23, 2018: Paris

Today we checked out of our London hotel early in the morning and headed to Paris on the coaches. We used the Eurostar Shuttle to cross the English Channel through the tunnel, also known as the “chunnel.” It was crazy to think that we were on a bus, on a shuttle, on a train, going underwater to another country!

Once we arrived in Paris, we checked in to our hotel, Mercure Paris La Villette. We then met for an orientation meeting and team presentations over Paris, BETC, and the Paris Opera House and Versailles. The Eiffel Tower was constructed after the 1789 French Revolution, from 1799-1815 with 18,000 pieces of steel, receiving 7 million visitors each year. Paris is best known for its beauty, intellect and arts. BETC is an advertising agency that was founded in 1995 before expanding to London, San Paulo and Los Angeles. Some of the agency’s most known campaigns include The Bear and Evian’s Roller Babies. The Hall of Mirrors is the most famous room inside the Palace and is where the Treaty of Versailles was signed in 1919, ending World War I. I found it interesting that the Paris Opera House was made for people watching, and the lights used to be left on during performances so that the audience could scrutinize each other.

We walked to the Metro as a group and used it to travel to the area near the Notre Dame Cathedral where we would eat dinner. The Metro was much more crowded than the Tube in London. We were warned to be very cautious of our belongings as pickpocketing is very common on the Metro. I ate an Italian dinner with a group of girls near Notre Dame on a small traditional Italian street. To end the night, I enjoyed my first gelato of the trip!

Day 8 | May 24, 2018: *Paris*

We started the morning with a professional visit to BETC Paris Advertising Agency. BETC is the most successful and clearly dominant agency in Paris. It was very aesthetically pleasing with many modern indoor and outdoor work spaces. Our tour guide, Ellen, began her career with BETC in 2010 and is currently the head of international PR in greater Paris. She showed us some of the main spaces including the cafe, canteen, photo and recording studios and the outdoor garden areas.

BETC is one of the top 10 most creative agencies in the world and is one of the most awarded agencies at the Effies, an award for all forms of marketing communications. 70% of BETC's income comes from international clients. Their work ranges from package design and logos to digital work and in-store experiences. They like to say that they are "also an ad agency," because they do so much work beyond basic advertisements. It takes about 6 months for an idea to transform into a completed project or campaign; all of their work is done in-house.

Next, we had some time to explore Galeries Lafayette, an impressive French department store where I purchased a French Longchamp bag. We ate lunch in the upscale food court before walking around and admiring the massive selection of products. We visited the Paris Opera House that we learned about yesterday during group presentations. Today, the Opera House is mostly used for ballet performances and is the most famous opera house in the world.

We finished the day with a Seine River Cruise where we saw the Eiffel Tower light up. Afterwards, several of us spent more time at the Eiffel Tower to see it sparkle again, and we enjoyed some delicious crepes from a nearby stand.

Day 9 | May 25, 2018: *Paris*

Today we had a Versailles Palace All Day Bike Tour. Our tour guide, Nathan, led us around Versailles and shared some history of landmarks and key historical figures. There were 2 dominant families in Versailles: the Habsburgs and the Bourbons, who did not like each other. Marie Antoinette was a part of the Habsburg family that ran almost half of Europe. We saw Marie Antoinette's house, which was built by Louis XV, inherited by Louis XVI and given to Marie. It was fabricated to look natural, and she used it as a way to get people to like her. We saw the peasant village, Hameau de la Reine, that she used to get far away from people. However, the peasants had to commute because nobody actually lived there. It eventually turned into a gambling village. Various flags were raised to communicate that more wine, cheese or other goods were needed.

For lunch, we picked up baguettes, sliced meats, cheese, fruit and fresh orange juice from The Versailles Food Market, and we had a picnic along the Canal. After a few hours of biking in the heat, it felt great to sit and enjoy the beautiful views and delicious food.

After our biking tour, we visited the Chateau, which was being renovated at the time, and saw The Hall of Mirrors where the treaty that ended the war was signed. The Hall of Mirrors was even more beautiful than I had imagined!

Next, we visited the Louvre Museum where I saw the Mona Lisa up close! The Louvre is the world's largest art museum with over 380,000 pieces of art, and it was originally used as a fortress in the 12th century. The rain started picking up, so Jessica, Sally, Tyler, Bryan, Aaron and I decided to grab dinner near the hotel- more tasty pizza!

Day 10 | May 26, 2018: *Avignon*

We checked out of the Mercure in Paris, loaded the buses and headed to Avignon early in the morning. After a few breaks at some very nice rest stops, we arrived in Avignon and checked into Hotel Novotel Avignon Centre. Avignon became part of France in 1791 and is located in the southeastern part of France. It is a city full of art and culture and is rich in its Catholic background.

We met together as a group and walked to the center of Avignon, passing by the Palace of the Popes and the Bridge of Avignon. On the bus ride to Avignon, we learned the Bridge of Avignon song. Once we arrived at the Bridge, Dr. Mac led all 80 of us in song; his bus knew it a bit better. The hotel where we were staying was within walking distance to the Place de l'Horloge, a very quaint area, complete with a merry-go-round; it was a nice change from the big city feel of London and Paris. Lavender is a popular product in Avignon and could be found at almost every shop. Whether it was a lavender sachet, lotion, soap, shampoo, conditioner or candles, they had it.

I had dinner with Jessica, Sally and Aaron at one of the many restaurants in a strip with outdoor seating. We enjoyed a great meal and listened to live music. Our first night in Avignon would not have been complete without gelato. We went to a small gelato shop that Dr. Dan and Dr. Mac recommended- it did not disappoint! We went back to the hotel where I ordered a coffee, forgetting that a European “coffee” is the equivalent of an American espresso shot; it was very strong! The hotel had a nice pool outside that we spent time at after dinner as people started to come back.

Day 11 | May 27, 2018: *Avignon*

We started the morning with a self-paced tour of the Palace of the Popes with audio guides. The Palace of the Popes was built from 1335-1352 and is the biggest Gothic palace in Europe, serving as the Capital of Christianity. The Lower Treasury housed the most important objects and archives including gold, silverware and fabrics stored beneath the floor. The Pope, Chamberlain, and Treasurer were the only people allowed in the Treasury. The Chamber de Parament was a place of transition between public and private spaces. The Grand Tinel-North is the palace banquet hall and is where religious ceremonies were celebrated. After our time at the Palace of the Popes, Jessica, Sally, Aaron and I had lunch at La Porteña, La Casa de Empanadas which was also in the Place de l'Horloge. It was a nice change from pizza and pasta and probably the best meal yet!

After lunch, we loaded the coaches and drove to Pont du Gard which is an ancient Roman aqueduct bridge that is part of the Nimes aqueduct. For the first hour, we watched a film about the aqueduct and had an opportunity to explore the museum. I learned that aqueducts are defined by the canal-specus, where the water flows. Pont du Gard is the highest aqueduct bridge in the Roman world and is 275 meters wide, the same length as 3 airplanes, and it is the height of the Statue of Liberty. Aqueducts in an empire increased the number of baths in Roman cities. In 1985, it was added to UNESCO's World Heritage List. Our guide, Fabio, led us around the bridge and shared more information. At the time of our tour, we were not able to cross the bridge as they were installing fireworks for an upcoming shows, but typically, visitors can walk along the bridge.

Day 12 | May 28, 2018: *Nice*

Before leaving Avignon, we had team presentations at the Avignon Grand Hotel on Nice, France; Monaco and Monte Carlo; Parfumerie Fragonard; and Verona, Italy and Serego Alighieri Winery. Nice was founded by the Greeks in 300 B.C. and bounced between French and Italian rule. Today, visitors can enjoy the beauty of the city by walking through Old Town, climbing up Castle Hill or spending time on the rocky beach. Additionally, a firework is set off every day at noon. Monaco is the second smallest country, only 2.02 square kilometers, and is divided into 4 districts. It currently has the most expensive housing market with an average of \$4.7 million, and it has the highest life expectancy with an average of 89.5 years old. For those who can afford it, the low tax rate and high safety aspect are very appealing. 95% of the country is Roman Catholic, and the Grimaldi family is the Royal family of Monaco. Parfumerie Fragonard is a French Perfume Company that is run by the Costa daughters. Perfume dates back to biblical times when people used it to cover up their lack of bathing. The Serego Alighieri Winery is northwest of Verona and produces wine for Masi Agricola. The Winery was named after Dante Alighieri, and the land has been in the family for 20 years.

After presentations, we departed for Nice. Upon arrival, we checked in to Hotel Westminster where Jessica and I had a gorgeous view of the beach! We quickly got ready and headed down to the beach. Instead of sand, the beach has dark rocks so shoes were necessary to walk around. We put our feet in the water and took pictures before heading back into town for dinner. Since shops close much earlier in Europe, we spent some time shopping before dinner and then found a modern Italian restaurant that was very good!

Day 13 | May 29, 2018: *Nice*

Today we drove to Monaco and our tour guide, Beatrice, shared information about the unique country on our drive. There was a train strike going on, so the traffic moved incredibly slowly. Monaco is a city/state that is ruled by Prince Albert II with French as its official language. The country does not have an army but does utilize bodyguards. To be a citizen of Monaco, your family must have lived there for 4 generations. Once you are a citizen, however, you do not have to pay an income tax. Millionaires are considered poor, and even police officers often have to get subsidized housing.

The Monaco Casino was absolutely beautiful! Because we went before 2pm, we were able to enter for free and simply look around and take photos. It had marble columns, stained glass ceiling and gold foil. The artist that was used for the Paris Opera House also did the Casino. I learned that this is very rare to have an artist with 2 such grand works. Outside of the casino, there were countless expensive cars driving around.

We then visited Parfumerie Fragonard and Ms. Corinne Marie-Tosello gave us a presentation about the history of perfume. Grasse, France is the center of perfume and is the location of Parfumerie Fragonard. It was founded in 1926, and it is still owned by the same family and run by 3 sisters. There are 3 main notes when discussing scents. The top notes are light scents including citrus, fresh cut grass, fruits and aromatic notes. Middle notes are those that are flowery, fruity and spicy. Base notes are long-lasting; these include woods, amber, vanilla and white musk. Ms. Marie-Tosello emphasized the uniqueness of their packaging. They utilize a metal bottle that is sleek and simple and allows their perfume to last longer than the typical perfume that is sold in a glass bottle.

Day 14 | May 30, 2018: *Nice*

Today was a free day to enjoy the French Riviera, and it was beautiful! I started off the day early at the nearby Laverie Automatique to wash some clothes before enjoying a very nice breakfast back at the hotel. Jessica, Sally, Mollie, Aaron and I went to the farmers market in Old Town where locals sell produce, flowers and artwork. It was such a lively place filled with bright colors and smells and all sorts of languages. Next, we went to Castle Hill, which provided a 360 degree lookout on Nice and the French Riviera. To get to the top, you can either climb 300 steps or use the lift; we chose the lift which was very quick and painless! After reaching the top, we enjoyed beautiful views while relaxing in the park overlooking the French Riviera and Nice's Old Town. We grabbed a quick lunch at an American restaurant near the market and then headed to the French Riviera.

The French Riviera is an all-rock beach, so laying on the beach comfortably requires a mat or thick blanket. There are several small shops along the water that sell these, so we were able to pick up a couple before enjoying our time on the Riviera. I probably could have sat there for hours playing with the rocks, listening to the sound of the waves and taking in the cool breeze and incredible views.

For dinner, we went back to the same area as last night and visited some of the shops that were closed before. We looked up some of the best restaurants in the area and enjoyed a great dinner at Brasserie Terasses where we interviewed the hostess, Dariole. She had impressive English and shared her love for Nice and her job that allows her to interact with people from all over the world. I'll miss you, Nice!

Day 15 | May 31, 2018: *Verona*

Our time in France came to an end today, and we loaded the buses and headed to Italy. We made several stops along the way for lunch and a few other breaks, but we eventually made it to the Serego Alighieri Winery where we were given a tour by our guide, Victoria.

The winery was located in the northwest side of Italy. In 1973, Serego and Alighieri started working together. There are 3 types of grapes that are grown at the winery: Corvina, Rondinella and Molinara. They use these 3 types to produce all of their wine. We were shown the bamboo racks that are used in the drying process that takes 4 months. When the grapes are crushed, basic grape juice is created. Through the fermentation process, sugar is turned into alcohol. We saw various size barrels including small, medium and large. The size of the barrel influences taste and can preserve the wine for different lengths of time; the larger the barrel, the longer it will be preserved. It is very important that the air pressure in the barrel and temperature in the caves are controlled.

The President of Masi Wines, Dr. Sandro Boscaini, gave us a presentation on Masi's history, branding and future. Masi has several different brands: Boscaini, Historic Venetian Estates, Tupungato and Modello Masi. He stressed the importance of "less is more," a concept that is used when dealing with all of their brands. Masi currently has 111 permanent employees and 45 wine varieties, and it is sold in 126 countries. In the future, Masi hopes to build an e-commerce presence and to create an on-site wine experience, a wine bar, duty-free corners, Masi Investors Club, and a wine discovery museum.

After checking in to our hotel, Hotel Giberti, we walked to Bella Napoli Pizzeria & Ristorante for a "Welcome to Italy Dinner," where we had a lot of delicious salad and pizza!

Day 16 | June 1, 2018: *Verona*

We started the morning with a walking tour of Verona. Our tour guide, Andres, pointed out important sites and shared history of the city. Verona was established 2,100 years ago and is famous for its buildings and its geographic position that is a crossroads for other cities. We saw the Arena of Verona, which is older than the Roman Coliseum. The Arena of Verona is the best preserved Italian amphitheater, with 85% of it being preserved. Today, the amphitheater is used for concerts and can hold 29,000 spectators. When concerts are going on at the Arena of Verona, nearby restaurants are open for 24 hours a day. We visited Juliet's house that brings 4 million people to Verona every year. Romeo and Juliet were both Christian, but they supported different people. Juliet's family supported the Catholic popes while Romeo's family supported the emperor. To stay at Juliet's hotel for one night, it costs 2,000 euros! Because a lot of the stores are so high-end near the coliseum, the sidewalk in the area near the coliseum is replaced every 6 years!

I chose to go to Venice for a day trip so we boarded the train and headed to the city of over 100 small islands. Venice was full of narrow streets, canals, bridges and tall buildings. Sally Miller, Paige Brazina, Jessica Santos, Rachel Hood, and I decided to go on a gondola ride; it was definitely a trip favorite! We rode through the narrow canals and under bridges and were able to enjoy the beauty of the ancient, colored buildings. After our ride, we had lunch at a restaurant right next to the Grand Canal and then wandered the streets. We went from shop to shop looking at the Italian leather products and Murano glass, trying to decipher what products were real and which were knockoffs. After lots of walking, I was very thankful for Google Maps to guide us in our 45 minute walk back to the train station!

Day 17 | June 2, 2018: *Munich*

Today we left Italy for our next country- Germany! After stopping at more nice rest stops we made it to Munich and checked in to the Holiday Inn - City Centre Munich that was conveniently connected to the underground train station.

Next, we met for an orientation and team presentations on Munich, BMW, Dachau and King Ludwig's Neuschwanstein Castle. Munich, Germany was founded by monks and is known for being very artistic. Over 40% of the city was destroyed during WWI, but today it is one of the fastest growing cities in Europe with the 3rd highest GDP. There are 3,000 breweries and the average German drinks 60 liters of beer every year. BMW targets the upper middle class consumer and prides itself in having "the ultimate driving machine." The first BMW was made in 1929, and today they have several different types of vehicles including the 3 Series, 5 Series, 7 Series, X Series and M Series. Dachau was the first concentration camp and started with political prisoners, homosexuals and criminal offenders. It was a model to all other camps. In 1938, Jews started being sent there, and in 1944, there were 30,000 prisoners. In 1990, the site was reconstructed to be the memorial that it is today, bringing in about 800,000 visitors every year. In 1864, King Ludwig became King of Bavaria and was soon kicked out of the castle, leading him to build his own. The medieval castle surprisingly has a modern style and state of the art technology. It was this Neuschwanstein Castle that inspired Disney's castle and is currently a top 10 location for wedding proposals.

After presentations, we used the S-Bahn system to get to the central city area for dinner. I ate at a classic German restaurant in New Town's beautiful historic building, Ratskeller, with Jessica and Sally where we were able to practice some new German phrases!

Day 18 | June 3, 2018: *Munich*

Before our BMW tour, we had time to walk around the 1972 Olympic grounds and to go to the top of the Olympic Tower. The 360 degree view at the top was beautiful and a great way to get a better view of the olympic track and surrounding area.

Upon arriving at the BMW Welt and Museum, our guide, Nina, showed us some of BMW's vehicles and special features. 10% of their customers are from the US and Canada with the remaining 90% of customers being from Germany. We saw a bright blue Rolls Royce that had 632 horsepower, 2 special umbrella holders and a starlight ceiling. The umbrella holders use air from outside of the vehicle to dry the umbrella, preventing the car from getting too wet inside. The ceiling was unlike anything I had seen before; all of the crystals were connected so that they could not be picked out. She shared with us that there is one individual man who paints the stripes on the Rolls Royce's without a ruler. Before customers pick up their vehicles, the cars go through a system that detects any scratches and uneven paint, ensuring perfection for customers.

After lunch, we had an afternoon bike tour of Munich. Our guide, Shane, led us around the city and shared some of Munich's history. Oktoberfest is a traditional German festival that started 204 years ago. Today there are 14 major beer tents with 10,000 people each. We stopped at a traditional German Biergarten for dinner where we had pretzels and sausage. We learned that Germany did not pay off WWI until 2010. For a while inflation led to paper being worth more than printed money. Hitler was sentenced to 5 years in prison but only stayed for 8 months. The current government building was rebuilt with all glass to symbolize transparency. Overall, Germany has a friendly outdoor culture, and most Germans under 50 can speak English.

Day 19 | June 4, 2018: *Munich*

Today was a free day in Munich for an Arts and Cultural activity. I went with a group of girls to Salzburg, Austria for the Sound of Music Bike Tour. Salzburg is a relatively small city with a population of only 150,000 people, but about 250,000 people are in the city for the Salzburg festival that occurs in late summer. Our tour guide, Gabbie, led us around the town, sharing some of the history of Salzburg and the Sound of Music, pointing out filming locations and highlighting differences between the real life Von Trapp family and the movie Von Trapp family.

We biked throughout the town and countryside, listening and singing along to the songs from the movie. It was amazing to bike through the small town and see mountains all around. The Gazebo that was in the movie is the same gazebo that the kids danced around; however, the shot that was taken of them dancing inside on the benches was done in Hollywood. The real Maria Von Trapp was actually in the movie scene when Maria sings “Confident” by the pond. We saw the Abbey that was in the movie which is the same place that the real Maria Von Trapp was married at. The yellow Von Trapp house is where currently students study Mozart, a great composer who was born in Salzburg.

We finished our Sound of Music tour by jumping on the “Do-Re-Mi” steps and walking throughout the garden. After the tour, we had lunch at a Biergarten nearby where I ordered sausage and received white veal sausage floating in water, definitely a more memorable meal. Exhausted, we rode the train back and stopped at Marienplatz for dinner where we ate outside. While we were eating there was a large protest going on outside with chants, marches and a lot of police officers.

Day 20 | June 5, 2018: *Munich*

We visited the Dachau Concentration Camp Memorial today, located about 10 miles outside of Munich. Over 200,000 prisoners came to Dachau, and today, the memorial receives about 800,000 visitors every year. This was a very powerful experience as we walked the grounds where the camp once was. We each had personal audio guides that correlated with signs around the Memorial. When walking through rooms such as the Crematorium, it was hard to even comprehend what occurred in that very room not that long ago. To finish our time at Dachau, we watched a film that shared the history of the Camp; this was incredibly difficult to watch at times.

After lunch, we went to the BMW Dingolfing Assembly Plant where we got to see the production of cars. The plant operates 24 hours a day and is a giant assembly line with employees each specializing in a 60 second task. Our tour guide, Hartmut, shared that employees at BMW typically “work at BMW for life.” The factory has a shuttle system with 2,500 bus stops and 150 bus lines that pick up employees for work each day. The factory produces 1,600 vehicles each day and has 17,500 associates, with 12,000 at the Dingolfing location. We visited the Press Shop, Body Shop, Paint Shop and Assembly Line. Before cars are sent out of the factory, they go through 3 tests, ensuring that the lights, gears, breaks and air conditioning function properly.

After returning to the hotel, I went with several other students in a mad dash to the Birkenstock store. The store closed at 7 but we arrived with about 20 minutes to shop around. We made our German shoe purchases and then went to L'Osteria for dinner. This restaurant had the best food, prices and service yet!

Day 21 | June 6, 2018: *Lucerne*

Today we left Munich and traveled to Füssen to visit King Ludwig's Neuschwanstein Castle. Before touring the castle, we walked along the Marien Bridge for some photos and a great view. Our tour guide, Hr. Buhse, shared that the castle was built in 1869 in an oriental style. King Ludwig only lived in the castle for 2 years, and it was never completed. Only 6 weeks after his death, the castle was opened as a museum and was never restored until very recently. We walked through the throne room where we saw the 2,000 pound chandelier and a lot of swans. Swans were a very prominent symbol throughout the castle as they represented purity and were King Ludwig's favorite animal. King Ludwig was described as being deeply religious and very reclusive. He was awake during the night and asleep during the day. He was engaged to Sophie for 9 months but did not fall in love after that. Additionally, there are no paintings of him to be found in the castle- only the King's Coat of Arms.

After our tour, we loaded the coaches and were on our way to Lucerne, Switzerland. Upon arriving in Lucerne, we met in the Flora Hotel breakfast room for presentations over Lucerne, Johnson and Johnson Corporation, Lifescan, and Bucherer Retail. Lucerne is the most populated town in Switzerland and is the "place of light." It is described as being eco-friendly and prominent sights to see include: the Lion Monument, Chapel Bridge, Town Hall and St. Peter's Chapel. Johnson and Johnson is the largest American employer in Switzerland and is "a family of companies," with 250 total companies. In 1986, Johnson and Johnson introduced Lifescan, a company specializing in hospital and consumer products for for diabetes patients. Bucherer was opened in 1888 by Friedrich Bucherer who ran the company solo for 30 years. Today, Bucherer has 35 partnerships with Rolex being the strongest.

Day 22 | June 7, 2018: *Lucerne*

We started off the day with a trip to Johnson and Johnson in Zug for a couple great presentations. Our first presentation was by Ms. Monika Heijman, the Legal Director for Supply Chain. She shared the company's Credo with us that was developed when Johnson and Johnson was a family-owned company. The Credo focuses on serving the patients, employees, stakeholders, and the environment. Johnson and Johnson is the most comprehensive healthcare provider, focusing on pharmaceuticals, medical devices and consumer healthcare. The company is in over 60 countries, with 126,500 employees and 265 manufacturing facilities. In Switzerland specifically, jobs tripled in 15 years, with current employment at 6,627 employees. She emphasized their focus on giving back to the community in various ways: Swiss Red Cross, Special Olympics, Community Week and Move for Charity.

Next, Mr. Francois Fowler spoke to us about diabetes and Johnson and Johnson's methods to fight the growing numbers. There are currently 425 million people with diabetes with increasing cases due to the "sitting disease" and poor diet. Mr. Fowler also gave us a short presentation that he will be giving at an upcoming Ted Talk about constant and never-ending improvement. He shared a quote that really stuck with me. "We see the world not as it is, but the way we are." This means that are thoughts and attitudes completely shape our perspective on daily events and actions.

We had a little bit of free time to walk around Lucerne for lunch and to visit Bucherer. Bucherer is leading global retailer for fine watches and jewelry. Unlike many other luxury stores, Bucherer did not feel so high-end that to the point of being unwelcoming and intimidating

to try on and explore. Students were able to walk freely in the store and try-on watches even though it was clear the intent was not to purchase.

We met back at the hotel for a presentation from Mr. Joerg Baumann, the Director of Marketing and Business Development for Bucherer Retail. He explained that people spend so much money on luxury goods because they tell memories and stories and represent individuals' emotions and dreams.

Jessica, Sally, Paige and I used some of our free time to rent a paddle boat to take out on Lake Lucerne. This was so much fun and absolutely beautiful! I was able to FaceTime my parents all the way in Cabo while I was on the water because Lucerne had free city WiFi; my parents were pretty surprised! We visited the Lion Monument that was designed as a memorial for Swiss guards who died during the French Revolution while serving King Louis XVI.

For dinner, I went with a group to have fondue right on the water. I had the delicious dessert fondue!

Day 23 | June 8, 2018: *Lucerne*

Today we traded in our shorts for coats and went to Mount Titlis. We rode the cable car up the mountain where we went from seeing bright green grass and trees, to puffy clouds and snow-covered mountains. Once at the top of the mountain, we rode the Ice Flyer, an open air chairlift, over to the area where we would be able to tube and sled. The ride on the Ice Flyer was breathtaking as it was extremely silent and provided a clear view of the mountains.

Our group arrived right as the mountain opened, so we were able to go down the mountain on sleds or in tubes and back up very quickly. For the first hour, it was just our group so I was able to go down and up about 15 times, and it was a blast! After more tourists came in and the line grew exponentially, we decided to head back to the Lodge for some warm food and hot cocoa. On our way, we crossed the Cliff Walk which was a bit scary as it swayed with all the people walking. We spent some time in the Glacier Cave sliding around and seeing the blue lit ice. It was very relaxing to have lunch and spend time with everyone once we were inside the warm Lodge

After a successful day on Lake Lucerne yesterday in the paddleboat, Jessica, Sally, Mollie, Aaron and I wanted to try out a motorboat. We knew there was a chance of rain but did not expect hail to come within 15 minutes of renting our boat. It was quite a cold adventure driving around in the rain and hail!

We dried off a bit and got ready for the Dessert Cruise on Lake Lucerne. Our group had a private boat where we could hangout on top outside or inside downstairs. I spent some time downstairs while it rained a little but once the rain cleared up, everyone headed upstairs for music and dancing. It was a great way to end our time in Lucerne!

Day 24 | June 9, 2018: *Innsbruck*

We left Switzerland today for our last country- Austria! On our way, we stopped at Liechtenstein, the smallest German-speaking country in the world. It was here we bought our much missed chips and salsa and enjoyed our small taste of Texas outside of the grocery store.

After arriving in Innsbruck, we checked in to Hotel Innsbruck and met for our orientation and team presentations over Innsbruck, Swarovski Crystal and Riedel. Innsbruck is the 5th largest city in Austria and has hosted 2 olympics. The Innsbruck Card offers a 1-time purchase for a variety of activities including a guided walk, bike tour, Golden Roof Museum, the Alpine Zoo and public transportation. Swarovski Crystal was founded in 1895 by Daniel Swarovski. His sons took over after his death and turned it into the conscious luxury, family-owned company it is today. Riedel is a wine glass company that began in Kufstein, Austria that embraces its family culture. Their most popular item is the stemless “O-Series” glass.

After team presentations, we heard from Mr. Peter Unsinn, the Innsbruck Tourism Board Marketing Manager for the United States, United Kingdom and Asia. The Tourism Board is comprised of 80 employees for their one brand, “Innsbruck: Capital of the Alps.” Innsbruck focuses on 3 words in its branding including: Alpine- zoo, ski, bobsledding; Urban- nightlife and food; and Imperial- rich history and castles. The Board has a 20 million euro budget that is from the 6.5% tourism tax and 1-2 euro/night overnight tax from tourists. Most of the 3 million overnight visitors come from Germany, but other areas, such as Asia, are growing in tourism.

After Mr. Unsinn’s presentation, we heard from the individuals in charge of the extreme sports before signing up for our activities. Afterwards, we returned to L’Osteria for another great meal!

Day 25 | June 10, 2018: *Innsbruck*

Today was amazing! We were able to choose up to 3 extreme sports between bungee jumping, paragliding, rafting, canyoning, mountain coaster and mountain biking. I chose to do paragliding and rafting; both were incredible experiences.

Paragliding provided a view unlike anything else. I had been skydiving and parasailing so I thought I had an idea of what to expect. It was much more relaxing than I imagined it would be. We ran downhill for a few feet before the parachute took over, and we were flying! My guide, Lucas, had been paragliding for 29 years so I felt pretty comfortable as he steered, and we eventually did some spins. He said that the weather was absolutely perfect, and the winds were great. We flew around for about 15 minutes, enjoying the amazing view of Innsbruck.

After lunch, a large group of us were bused over to the site where we would go rafting. We put on our thick wetsuits and took another bus down to the river. With our wetsuits, life jackets, helmets and paddles, we were very hot by the time we got there so the chilly water felt great to lay in. We divided up amongst 4 boats and were given a lesson on the basics. Our guide took the back position on our raft and would call out directions about who should row and what direction to row. We hit some intense rapids, sometimes having to get “all in” the boat, but at other times, we could relax and enjoy the scenery. We each practiced flipping out of the raft and pulling each other back, a bit scary since our guide said that somebody always falls out. However, all 9 of us safely stayed in our rafts throughout the 14 kilometer journey!

I don't think I had ever been more ready to shower after wearing a wetsuit for several hours! Jessica, Sally, Mollie, Aaron and I headed back to one of our favorite places, L'Osteria, for dinner.

Day 26 | June 11, 2018: *Innsbruck*

Since I did both of my extreme sports yesterday, I had the morning free to explore Innsbruck. Sally, Jessica and I used our Innsbruck cards to ride the lifts to the top of the Nordkette Mountain. It provided a nice breeze and beautiful view at the top!

Next, we visited Mair's Beerengarten. They grow strawberries, raspberries, blackberries, blueberries, cherries, gooseberries, redcurrants, kiwi fruit, elderberry, rowan, guince, plums, apricots, tomatoes and sell wine and jams. The fruit that they grow depends on the change in the weather. 80% of their money come from the sale of fresh fruits, with the remaining 20% coming from the sale of their manufactured products. During the winter, they deep freeze the fruits and focus on production. I found it interesting that Austrians do not work there because they do not want to. The government will give them 900-1,100 euros each month from doing nothing which is just slightly less than they would receive if they were to get a job at the farm. Most employees come from Eastern Europe and work 5am-12pm. The farm started 30 years ago with the sale of Christmas trees on only 10,000 square meters. 5 years after opening, the farm grew organic produce for 3 years but found that it was not sustainable to do with the available surface area. Mair's Beerengarten currently operates on 100,000 square meters with 5-6 employees.

After our visit at the Beerengarten, we had a Tyrolean Dinner at Branger Alm with endless wiener schnitzel, spare ribs, apple strudel and much more delicious food. We were greeted by 2 men in traditional Austrian clothing, playing the accordion and singing. After our meal, we engaged in some classic Austrian dancing inside and outside of the restaurant to finish our time in Austria.

Day 27 | June 12, 2018: *Munich*

Today was our last move! Our last night will be spent back at the Holiday Inn in Munich but on the way there we made a few stops. First, we went to Swarovski for a Company Presentation. Mr. Roberto Arena, the manager at the Visitor Center, spoke to us about Swarovski's brand and company history. Swarovski has 3 main companies: the Swarovski Crystal Business, Swarovski Optik and Tyrolit. The Crystal Business is by far the largest of the 3 with 27,000 employees and 3,000 stores. Swarovski Optik specializes in binoculars and optical devices, while Tyrolit produces grinding, sawing, drilling and dressing tools.

We then heard from Mr. Clemens Scheiber, Senior Manager for the Waterschool Program. The Waterschool was started 18 years ago and currently works with non-governmental organizations in 7 countries, sharing water education, sanitation and improved water techniques. He also spoke about the Swarovski Foundation that focuses on women's empowerment, the development of young people and education in communities.

Our last company visit was at Riedel where we saw the production of glasses and also went through a museum that focused on the 5 senses. Our tour guide, Ms. Frederique Dufort, shared the importance of different wine glasses for different varieties of wine. Over 90% of wine tasters internationally will choose the same glass for different types of wines. To become a glassblower, 4 years at a practice school plus an additional 5-6 years is necessary to become a master. It is common for fathers to teach their sons at a young age.

Upon arriving in Munich, we had our last check in and then went to Hofbrauhaus, a historic banquet hall, for dinner. We saw traditional German performances and enjoyed a classic German meal for our final night together as a group.

Retailer Comparisons: London vs. Paris

Retailer Comparisons: London vs. Paris

We visited 2 very impressive department stores: Harrods and Galeries Lafayette. We toured Harrods in London before the store opened and had about an hour to look around and shop, and we visited Galeries Lafayette in Paris and had a couple hours to eat lunch and shop.

Customer Service

Harrods employees were very personable and wore green jackets with a pinned flower denoting their level of employment. In select departments, such as cosmetics and children's clothing, employees dressed in all-black, a similar dress code to that at Galeries Lafayette. In my hour of shopping at both stores, Harrods employees took much more of an initiative to interact with customers than Galeries Lafayette employees. At both Harrods and Galeries Lafayette, employees wore gloves when dealing with the designer handbags. More attention to detail seemed to be present at Harrods. An example of this was seen at Harrods' Sweet Street Candy Shop. Items were quickly and very subtly replaced by an employee outside of the shop immediately after a purchase was made so the display was still fully stocked.

Merchandise Presentation

Price tags were tucked inside clothing at Harrods and the designer jewelry did not have prices. While the majority of price tags were tucked in at Galeries Lafayette, I found many more hanging out. This could have been due to the later time of our visit or due to less attention to detail. I found the Dolce & Gabbana toddler girls section in both stores to compare the presentations of the same clothing. Both stores had the clothing very spaced out and utilized

lighting within the racks and directly above. Harrods made use of additional trays and stands to accentuate certain products more than Galeries Lafayette.

Store Layout/Design

Harrods had a much more upscale environment compared to Galeries Lafayette. The flooring in Harrods was mostly marble and carpet with neat vacuum tracks, while Galeries Lafayette had concrete and worn wood in addition to carpet. The music playing in Harrods was calm and fairly quiet, only being louder near the escalators. In contrast, Galeries Lafayette had a constant radio with advertisements for its store and upcoming promotions. Galeries Lafayette had a much more modern feel to their store with flashy displays and modern lighting, whereas Harrods appeared to be more traditional, especially in regards to its Egyptian escalators. Galeries Lafayette's center area had several floors all opened to the dome. There were many more large open rooms compared to Harrods that made use of more small, separate rooms.

Conclusion

Overall, I preferred spending time in Harrods because of its organized and upscale environment, with very distinct shopping sections. The customer service in Harrods seemed to be stronger as the employees were more attentive to their customers and their products. Galeries Lafayette, however, felt like a more affordable and accessible store. I would describe Galeries Lafayette as a European version of the New York Macy's and Harrods as a giant Neiman Marcus with many more departments and restaurants.

Interviews

1. London

Ravindika, *Uber Driver*



Q: Is this your main job?

A: Nah. I'm running a business- a dry cleaning business.

Q: How long have you been operating that business?

A: The present one I have had 3 years. We are trying to set up another place in a different town.

Q: How did you decide to do a dry cleaning business?

I took over for my cousin. He used to run the business. He left London for Sri Lanka.

Q: Are you originally from London?

A: No. I lived here 18 years, but I'm from Sri Lanka. All my family is over there. No one lives here.

Q: What were some of the initial steps in starting your dry cleaning business?

A: You need good funding and obviously, you need to market the product or the service. Then everything comes.

Q: What ways do you market your service?

A: Online. Then we do CC calls- through contacts. We mainly target B&Bs and restaurants, ya know? Secondly, a busy town. Hopefully you might have a lot of walk-ins.

Q: Where is the location of your store? And the one you are going to open?

A: Both in West London. Second one is more towards London.

Q: Can you tell where we're from?

A: The US?

Q: Yes, sir. Texas. Have you been to the US?

A: I haven't. I have to go there. I'd love to go to New York, Las Vegas or Miami.

Q: What do you think of America?

A: It's nice. I'm sure Mr. Trump is going to pull the strings, ya know?

Q: What made you choose London whenever you moved?

A: I came as a student. Ya, the years went by fast. 18 years like that.

Q: Where did you go to school?

A: I went to Saint Martins, London College of Fashion. I was studying fabric designing.

Q: What made you decide to come to London for school?

A: The qualifications are well recognized wherever you go.

Q: What were some of the biggest cultural differences you noticed between Sri Lanka vs. the UK and London when you first moved?

A: Food. Religion. I'm not very religious, but you know the majority of Sri Lankans are Buddhist.

Q: What's your favorite thing to do in London?

A: Bird watching

2. Paris

Claude, *L'Entracte Opera Coffee Barista*



Q: How long have you worked here?

A: 3 years.

Q: Do you enjoy it?

A: Yes. I like very much because I meet all of the people that come from the world. From America, Australia, China, Japan, South of America, Africa. Many countries come to visit Paris so I am lucky to work here.

Q: What are your thoughts on America?

A: America is a very nice country. I hope one day to visit America. It's one of my dreams.

Q: Where in America do you want to go?

A: I want to visit, first, Texas, California, New York and Chicago.

Q: Have you lived in France your whole life?

A: I was born in France, Paris, exactly. So I am very glad to meet American people in order to improve my English because it's a little broken.

Q: You're great! Did you learn English in school?

A: Yes, yes. I want to- I have to read books in English. Not a lot, but from time to time.

Q: Are you learning any other languages through working here or through school?

A: Some Spanish, Italian and Arigato, some words Japan.

Q: What's your favorite thing in Paris to go to or to see? Where should we go in Paris?

A: You have Eiffel Tower, it's very famous. And you have the Sacre-Coeur de Montmartre- it's a mountain inside of Paris, you have a very nice view. You can visit all of Paris. The name is Montmartre or Sacre-Coeur. It's not very far from here, about 20 minutes by walk.

3. Avignon, Verona, or Venice

Giulio, *Gondola Driver*



Q: What happens if it rains a lot?

A: The water is only 9 feet deep and the streets will flood in high water.

Q: How long have you lived here?

A: My whole life.

Q: Do you enjoy your job?

A: Yes, I love it. It's very fun.

Q: Do you own this boat?

A: Yes, they are all privately owned. This is me and my brother's

Q: How old is your brother?

A: Mateo, he is 15. He is studying. I'm 24 now.

Q: Where do most of your customers or tourists come from?

A: Mostly Americans and Canadians.

Q: What do you think of Americans?

A: I really like them, I want to go to Texas.

4. Nice

Dariole, *Hostess at Les 2 Terrasses*



Q: Are you from Nice?

A: Yes, now I live in Nice.

Q: Okay, so where are you from originally?

A: From Březen.

Q: Is that in France?

A: Ya, now I live in France. 8 years ago I come here, so I stay here now.

Q: What did you come here for?

A: First, I live in Nimes. It's South of France. It's very touristic city in the summer- antique city.

Q: Did you come here for work? For family?

A: For my boyfriend. Now he's my husband. I'm expecting in 4 months.

Q: Congratulations! How long have you worked here?

**A: I started here in November. Because before, I worked in the next restaurant for 5 years.
But I change now.**

Q: Have you been to America?

A: Never. I hope one day I'm going. It's my dream to go.

Q: Where would you like to visit?

A: Maybe Miami because the weather is like here- the sun, the sea. But I would want to see New York, too. But I prefer visit in the winter. Because everybody talks to me about the hot.

Q: You're English is incredible!

A: There is a story about this. Because when my parents fall in love, my mother is from Germany and my father is from Brazil. They don't speak the same language. At home we talk in English. But for me, it's difficult to speak with you because you have very high accent- hard pronunciation. I understand what you told me, but you need to talk very slowly. It's not like when I talk with English people, because they don't have accents. But you are from America. All the time I have this problem. But that's fine. I know the difference between English, Swedish, American, Australian. It's a very touristic place. It's very interesting because all the time we meet people like you.

5. Innsbruck

Clara, *Gelato Stand Employee*



Q: Are you from Austria?

A: Ya, I'm from Austria. I normally live in Vienna but my parents are from Innsbruck.

Q: So are you a student in school?

A: Ya, I'm in Vienna, a student in a tourism high school where I graduate and try to go work and now I'm here.

Q: We go to school in Texas and wanted to see, what do you think of America?

A: I really like it. I've been there 3 times. I mean it's completely different, but it's wonderful.

Q: Where have you been in America?

A: East Coast and West Coast and in the middle- in Albuquerque. We started and drove a car in the direction of San Francisco, LA and San Diego. We went to the national parks.

Q: What's your favorite thing about Austria and what is one thing you would change?

A: I really like the weather and the culture. I like the whole country and the language. I don't know. I just like it. I wouldn't change anything.

6. Lucerne

Christian, *Brasserie Flora* Waiter



Q: Do you live in Lucerne?

A: Yes, but I shop in other countries. It's much cheaper to buy things in other countries.

You can go to several others on a normal grocery trip.

Q: Are you from Lucerne?

A: I moved here for work.

Q: How long have you been a waiter?

A: I am doing a 3-year apprenticeship to be a waiter. There is so much to learn. See, you must know which side to serve from, where to put the silverware, what wine pairs well with what food, what to do if someone has an allergy. If someone orders pizza, I would recommend a beer because that will make them hungrier to eat a big pizza.

Q: Is there a final test at the end of the apprenticeship?

A: I will have a head waiter follow me around and critique everything. It must be absolutely perfect.

7. Munich

Male and Female German Police Officers (Unable to give names due to position)



Q: We were just at a restaurant nearby and were curious, what is going on?

A: Okay, now here at this place there was a demonstration for PEGIDA. PEGIDA is a group of a lot of people everywhere here in Germany, and they demonstrate against Islam. They don't want the Islamists in Germany. They don't want to have the people from other countries here in this country. They are against refugees who come a few years ago here to Germany.

Q: Do they have these demonstrations every week? Is this a common thing?

A: Every Monday

Q: Same time?

A: I don't think it's the same time. It's different. They have demonstrations everywhere in Germany, not only here in Munich.

Q: Does it anger people? Why was there such a large police force?

A: The problem is the left ideologic people, they are many and they are more aggressive against them. It's a riot to demonstrate in Germany, so we have to secure the demonstration on both sides.

Q: Do you get a lot of conflict between the 2 groups?

A: Sometimes. And today, the demonstration was very small and there wasn't much people here, but a few weeks ago there was a demonstration here with 13,000 people in the square.

Q: Could we get both of your first names?

A: I think it's not so a good idea.

Cultural Differences

United Kingdom

- Tax- Sales taxes are included in the price of clothing and other goods, so the price you see on the tag is the price you will pay, unlike America's additional tax.
- Dogs- Dogs are found everywhere without leashes but are much more well behaved than the typical dog in the United States.
- Air Conditioning- It is common for restaurants to not be air conditioned in the United Kingdom.
- Bikes- Biking is much more common and roads often have divided lanes separating cars and bikes.
- Chips- What we call french fries are called "chips" in the United Kingdom and are served much more often.

France

- Coffee- When ordering "a coffee" you can expect to receive a small espresso that is very strong. What we consider normal black coffee is not as readily available in France.
- Clothing- It is not uncommon to see men and women with minimal to no clothing on at the beach or in artwork. In America, this would be looked down upon, but it is very accepted by the public in France.
- Meals- Breakfast is commonly the largest meal, and dinner is the smallest.
- Smoking- Smoking is much more common and accepted than in the United States
- Units- The metric system is used for distances, weights and temperatures.

Monaco

- Citizenship- Those living in Monaco cannot become citizens unless their family has been living in the country for 4 generations.
- Refills- There are no free refills on drinks in Monaco. If you want more water or soda, you have to buy another drink, unlike America where most restaurants will provide free unlimited soda or water refills.
- Customer Service- Customer service is not as much of a priority. It is common to wait a while to be served and to have to ask for the check.
- Cars- The cars of Monaco are much nicer than the typical American cars such as Ford and Dodge.
- Government- Monaco is a constitutional monarchy with a Prince, whereas America is a democracy with a President.

Italy

- Transportation- Unlike the US, personal cars are not the standard method of transportation for Italians. Public transportation, biking, walking and even boats in Venice are the preferred methods.
- PDA- Couples are much more open with their displays of affection in Italy. The greeting for friends also consists of kisses to the cheek which is not common in America.
- Architecture- Buildings in Italy are much more ornate and date back much later than those in America.
- Scenery- There is much greater variety in scenery such as mountains and rich vegetation in Italy.

- Fashion- Both men and women are much trendier in their clothing choices and put in more effort than many Americans and their t-shirts, shorts and sweatpants.

Germany

- Sundays- Sundays are taken much more seriously and most stores, besides some restaurants, are closed on Sundays.
- Ketchup- Ketchup packets are not free as they are in the United States and are sold individually.
- Computer Keyboard- The keyboards in Germany have a variety of characters in different locations. It does not spell “qwerty” and the “@” is not as accessible to type.
- Pizza- Pizza is brought to the table uncut and eating it with a fork and knife is the norm.
- Drink Prices- Beer is often the same price as or cheaper than water at restaurants. Additionally, it is not uncommon to see people walking down the street with a open beverage in Germany.

Switzerland

- Higher Prices- Whether it is a meal at a restaurant, coffee at Starbucks or snacks at the grocery store, prices are significantly higher in Switzerland.
- Tipping at Restaurants- Tipping is not required at restaurants in Switzerland as the service charge is already included in the bill. If the service is exceptional you can leave a small amount but not the typical 15%-20% that is given in America.
- Wifi- Wifi is free throughout Lucerne and can even be used while on Lake Lucerne.
- Apprenticeship- Many people in Switzerland opt to do an apprenticeship in a particular field rather than attend college.

- Trust- To rent a boat in Switzerland, they simply ask for a deposit without any personal information. In America, a variety of forms and training would be required before handing the keys over to a motorboat.

Austria

- Ice- Ice is not given in water or sodas at restaurants. When ordering water, you can expect bottled water or tap water in a glass bottle on the table to share.
- Paid Bathrooms- Free bathrooms are not a given as they are in America. It is common to pay .50 Euros.
- Cash- There is often a minimum amount of money before one could use a credit card. Cash is the preferred method of payment.
- Sidewalks- It is common to see a large bus or car pull up on the sidewalk to load or unload guests and luggage.
- Cafes- Cafes are intended for customers to spend hours in and enjoy a drink and pastry, unlike America where coffee and drinks are often ordered to-go.

Group Company Write-Up

Team 2: Harrods (Presentation Date: Monday, May 21)
Lindsey Morrison, Jessica Singer, Sara Stein, Tyler Teykl

Charles Henry Harrod

Charles Henry Harrod was born on April 16, 1799 in Essex, England, and became a tea merchant and grocer.² In 1849 he opened a grocery store in Knightsbridge where he sold groceries and tea in a single room. After an arrest in 1836 for stolen goods, Harrod started his own wholesale business in the Eastcheap area. This wholesale business endeavor would create the foundation for which the department store would later come to thrive with success. The Great Exhibition of the city growing westward in 1851 provided the strategic opportunity for Harrod to take over an existing grocer's store.³ This store would later be expanded and grown into the flourishing beginnings of a department store.¹⁰



The Beginning

By 1880, Harrods was a strong and growing department store with a wide variety of goods. Their main focus was on selling high quality goods at low prices, to anyone who would buy. Charles Henry Harrod passed off the business to his son, Charles Digby Harrod, who continued the journey of Harrods advancement and success.² One night in December of 1883, the store caught fire and left catastrophic damage. Despite the damage from the disaster, the staff fulfilled every Christmas order on time, establishing the resilience and determination of the store to go the extra mile, exceed expectations, and offer superb customer service; all of which continues to leave Harrods as a premier and reputable store.¹⁰ In 1889, Harrods became a public company, and between 1890 and 1970, Harrods had an established bank, an estate agency, and a department selling exotic pets. They became an eclectic company to say the least. As a matter of fact, the first escalator was installed by Richard Burbidge who took over the store in 1898, and the reputation of Harrods being a luxury goods department store was set into motion. They still maintain that positive notoriety today.⁶

Harrods Today



Knightsbridge is a suburban district of London that that was once a dangerous area for those traveling. However, an upscale shopping district formed in Knightsbridge after the success of Harrods. Luxury stores in Knightsbridge include Burberry and Harvey Nichols.⁷

Harrods has over 65 million visitors each year and as many as 300,000 each day at its Knightsbridge store, multiple boutiques and online store. The brand aims to maintain its standing as the world's leading luxury retailer. They believe that "excellence is built into our DNA," and strive to demonstrate this by building, delivering, and supporting excellence.¹⁰ The store covers 111,000 square feet (a little over 4.5 acres) spread among 7 floors, and contains over 330 departments, 25 restaurants, and a wellness clinic.⁴ Iconically, Harrods is also known for its display of lights in which the entire store is lit up at night. 12,000 light bulbs are used to light up the store, 300 of which, on average, have to be replaced each day.⁸ Harrods

motto today is “Omnia Omnibus Ubique - All Things for All People, Everywhere”; a motto that has a long history of proving to be true. Whether that be exotic animals, from baby elephants to Christian the Lion, or the famous teddy bear that Winnie the Pooh was based on, Harrods has a wide variety of goods. Anything from luxury handbags and shoes, to elegant jewelry, or a duvet, Harrods mission is to be the number one department store in the world for luxury merchandise.¹⁰ Receiving as many as 300,000 customers a day, Harrods brought in a gross profit of 539.1 million British Pounds in 2017, and continues to have record sales and profits each year.¹

Harrods now employs about 4,000 staff and operates a fleet of 47 delivery trucks, and has a ‘proper attire’ requirement for all customers. This attire states that clothing must be worn at all times, and high cut bermuda/beach shorts, swimwear, cycling shorts, helmets, masks and flip flops are prohibited, as well as any clothing that reveals intimate parts of one's body. Visible tattoos and clothing that contains objectionable language or designs is also not permitted in the store.⁶

Currently, Harrods is planning its largest revamp and renovation in its 180 year history: a 256 million dollar investment focused on putting more money into its e-commerce, and specifically focusing on its customers located in Hong Kong and China. Other expenditures that this renovation will cover is on all internal structures and spaces. Oversea sales for Harrods are ever increasing, with Chinese visitors and customers becoming the fastest growing markets of interest for Harrods to grow into. In fact, the company claims that one in every five British Pounds is spent by a chinese customer alone.⁹

Window Displays

Another popular and well known aspect of Harrods department store is their display windows. From Christmas to Easter, extravagant and detailed window displays bring holiday cheer and festivities to life. They also serve to attract visitors, tourists, and customers to the store, increase their foot traffic, and bring the luxuriousness of the department store to the streets. Some of the favorite displays include the Christmas presentation and unveilings, as well as the New Years displays.



Traditionally, Harrods teams up with another retail name brand to put the displays out to the public; some names including Burberry for their ‘A Very British Fairytale’, as well as Dolce and Gabbana’s ‘Italian Christmas’.⁵

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