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Businesses as Cultural Icons: Their Application towards Understanding Urban Morphology

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Businesses as Cultural Icons:
Their Application towards Understanding Urban Morphology

A Dissertation

Submitted to the Graduate Faculty of the
University of New Orleans
in partial fulfillment of the
requirements for the degree of

Doctor of Philosophy
in
Urban Studies

by

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Abstract

Icons surround us but are so ubiquitous they are difficult to observe. Specifically urban cultural icons are a scientific sub-topic under urban morphology's heading and as well are closely related to economic development issues. This study premises that businesses are urban cultural icons which can be computed into four rankings: local cultural icons, focal, zonal, and global cultural icons. And through using dimensional measurement an index is measured. This index can then be used to assess urban morphology. The data set ranges from businesses opening in 1865 to the present. Some are globally-distributed "big boxes"; others are unique one-store shops. The varied data set includes grocery stores, drug stores, prepared food vendors, confectioneries, coffee houses, electronic stores, and an adult entertainment store.

Business rankings are premised upon Maslow's Hierarchy of Needs, Tönnies, and Oldenburg's places to socialize, and node intensity of social connection. Time is measured linearly and ordinally. Two formats of geographical ranking are assessed against each other, with the expanded version providing greater insights. Transactions are determined by who initiates them and location where employee enters exchange. Business' internal consistency is based upon product-line inclusion and theme-ing. Scaled measurements are summed with a comparison of Weighted-Place Index Scores against *non-weighted* Index Scores. As well, economic development impact of businesses is analyzed with three principal components loadings: two business survival and one growth mode.

Study results support the use of Weighted-Place Index Scores as compared to *non-weighted* Index scores when formatting cultural icon index. Index score using four-level geographical ranking ranged from zero to 25. Morning Call Coffee House had lowest ranking (Index score of 3) and Best Buy had the highest score of 22. Weighted-Place Index Scores

ranged from zero to 32, with Morning Call Coffee House continuing as lowest score and Starbucks, Bad Ass Coffee, as well ApplianceWorld and Best Buy continuing with four highest scores. This study supports a research method which can be used to measure urban change. By applying Index score within same cities at 20-year increments, sprawl process of globalization within cities can be analyzed.

Keywords: Local cultural icon, Urban Growth, Globalization, GIS, Sprawl, Index formatting, Entity, Time, Place, Transactions, Exchanges, Consistency, Business, Map Algebra, Index Score, Weighted-Place, Principal Components, Input-Output.

Chapter 1 Labeled as a Local Cultural Icon

Even prior to Hurricane Katrina's coming through New Orleans, many older local businesses had permanently closed their doors. One was K & B Drugstores which had operated for 92 years as a locally-based regional drug store chain with stores located in the southern region of the US (King 1997). This loss was immediately noted via the Louisiana State Archives' reference to K & B's position within the New Orleans community, "Throughout the years K & B Drugstores became not only a trusted business establishment, but a cultural icon on the New Orleans landscape" (2003). An indication of this icon status can be seen in their memorabilia sale. When K & B Drugs held a close-out liquidation sale of their store equipment, most estimates projected \$5,000 revenue for the sale of store signs, employee smocks, company pens and the like. However, people spent over four times that amount (\$20,000) in three hours, an expression of their desire to own and bring home a piece of K & B Drugs. Local residents, it seemed, strongly identified with the store chain (King and Darce 1998). Even though a national drugstore chain had bought out K & B Drugs and there was no documented loss of service, location or product level, residents perceived the store closures as a loss of their community.

In addition, locally-owned McKenzie's Bakery closed its doors in 2000 (McNulty 2000) after providing King Cakes¹ and other baked goods to residents for 75 years. The *Times-Picayune* newspaper articles listed people who had driven from Mississippi to purchase their last

¹ King Cakes are circular-shaped yeast-based coffee cakes with ½" long plastic baby or bean hidden inside, drizzled with white icing on top, then sprinkled with purple, green, and gold baker's sugar on top of the icing. It is served in slices and whoever receives the slice of King Cake with the plastic baby/ bean inside then provides the next King Cake. History has it that the 1892 Rex Krewe Mardi Gras parade theme was *Symbolism of Colors*, with purple, green, and gold colors used in the parade. The symbolism of those colors has continued through 100+ years with the color trio representing justice (purple), faith (green), and power (gold). Hearsay states during the 1892 Rex Parade, the Grand Duke Alexis Romanoff of Russia was visiting New Orleans and was chosen to be the Rex Krewe King for that year. The parade theme was *Symbolism of Colors* and the colors the Duke chose were those three colors, which happen to also be the official Romanoff house colors.

Buttermilk Drops² from their favored McKenzie's Bakery stores in New Orleans. During its seven and a half decades of operation, McKenzie's Bakery baked thousands of King Cakes for every Mardi Gras season; with its closure "many eulogized the passing of yet another local business icon" (McNulty 2000).

At the same time, New Orleans is not the only city to have businesses as cultural markers. A sampling around the globe evidences French, Russian, and Mexican cities also have businesses as markers of urban culture to the extent that a Russian Tea House or a French *Boulangerie* vending their baguettes is as much a business selling products as it is an icon in itself. Globally and throughout time, city's businesses were lifestyle markers because in addition to selling wares for profit, they also played a key role within the urban environment as a marker or identifier of society. And these everyday exchanges within cities define those same cities. This is because in addition to businesses playing a key role in those transactions, businesses are also icons or urban artifacts which give cities a unique sense of place to the extent that businesses are markers of urban culture. As such they are also indicators of change to the extent that this study brings into light the applied question asking what happens when local culture shrinks from a city. Specifically Tönnies premises if local-nuanced behaviors and values were to completely disappear then doom and destruction of personalized interaction would follow:

The entire culture has been transformed into a civilization of state and Gesellschaft³, and this transformation means the doom of culture itself if none of its scattered seeds remain alive and again bring forth the essence and idea of Gemeinschaft⁴, thus secretly fostering a new culture amidst the decaying one (Tönnies 1957/1887, p. 231).

² Buttermilk drops resemble the holes of 'old-fashioned' doughnuts.

³ Gesellschaft can be translated as "enterprise."

⁴ Gemeinschaft can be translated as "community."

Applying Tönnies words to current urban issues, then the maximum urban sprawl would be an urbanized area having no local icons in it. As such recognizing icons becomes a scientific sub-problem under the grander research umbrella of urban morphology. But until characteristics of businesses can be quantified, the measurement of icons cannot be assessed. As well, business types have an impact on the urban environment. Hence this study argues that retail businesses are markers of urban culture which can potentially be used:

- To measure a city's signature economic activity pattern, then allowing a method to compare between and within cities.
- To measure the change in urban morphology via local versus global urban identity.
- To observe interactional change.
- And to recognize the relationship between sprawl and economic development issues.

Application of this research question provides a springboard to examine cities as they decrease in urban individuality and increase in homogeneity and standardization (Ritzer 1996). Additionally by performing this analysis, the assessment of cultural change using quantifiable measurements to map the process of urban change begins. This paper is the first stage towards operationalizing a baseline to assess urban morphology by using businesses as markers; moreover this study focuses on formatting and assigning index values to businesses such that they can be viewed as markers of urban change. And while urban morphologists have examined cities premised upon spatial arrangements such as gridded or radial cities, it is important to recognize that place is not the only determining factor in urban morphology. Because where Leontif (1986) examined standard of living through Input-Output economics matrices, this study will approximate the same format to examine urban morphology through quality of life dimensions. If Kroeber's words are true to form, then insights will be gained when assessing

whether urban cultures “can properly be construed as undergoing something like inherent aging and death, or whether they succumb only to the accidents of competition” (1969, p. 825).

The primary purpose of this study is to format a scale to assess urban morphology by using businesses as markers of urban culture. From this, growth and change within the urban arena can then be assessed. After research dimensions are scaled and evaluated, then additional research insights including principal component plus correlations are examined. This is because indexing iconic values is not enough. These additional analyses are performed to further clarify germane business factors which aid urban specialists in assessing usable characteristics of businesses when formatting urban footprints. To be more specific, the importance of understanding inter-correlations between variables provides urban specialists with key knowledge when developing their location specific signatures. This is because micro-level changes impact larger changes. Specifically, the research findings within this paper are tools for urban planners and economic development specialists to reference when establishing their goals.

An additional contrast in this study is every business does not attain equal iconic status of becoming a cultural marker for the community; rather dimensional gradients exist because opening a retail business to sell widgets does not qualify businesses to be a city’s lifestyle marker. Instead a process and interactive effect is involved in order for businesses to attain the end-result rank of becoming a timeless local marker of the city’s culture.⁵ And while Durkheim (1995/1912) seems to have started the discussion about iconic gradients from sacred to profane, Halbwachs (1980/1950) adds collective memories to the discussion with Blumer’s (1986) symbolic interactions facilitating decoding of observed behavior via pattern matching. While

⁵ In that businesses are dynamic through a constant blending of employee values and beliefs, organizational rules and regulations, as well as customers, suppliers and competitors’ values and beliefs, businesses become an interactive marker of values. As well the type of business affects the type of value blending which occurs.

these combined perspectives provide the social connection between individuals to businesses, from this we also recognize businesses receive this value which contributes to their formation as a symbolic marker in addition to businesses *in themselves* impact their marker value. Specifically, businesses need customers to assign enough value or emotional attachment to continue trading there, as well as encourage others to join. As well, this connection between customers to businesses must continue through an extended time span. This allows continuous myth confirmation to occur. Additionally when retail businesses have only one location, then their transaction concentration is denser. Add into the mix a hierarchical ranking of businesses and this produces a measurement scale which can be used to quantify a businesses iconic value. And quantification occurs through measurement of the business, years it has been open, geographical concentration, their transactions, theme-ing and product lines.

This study begins with a discussion of culture, collective memories, businesses and branding, to provide concept clarification for the wording “cultural icon” and the process of assessing value assigned to businesses. Business archives are then assessed for transaction dynamics, followed by the author’s qualitative observations of businesses. Business characteristics are then quantified and summed, principal components assessed, and correlation values observed, with each listed dimension being a measurement of the business. Through comparing and contrasting both the interactive effect of these dimensions as well as assessing cumulative changes, this study observes the impact of dimensional change in value. More important, by quantifying businesses this study establishes a format to use in assessing urban morphology through the lens of economic development. The data set consists of grocery stores, drugstores, prepared food vendors, bakeries, coffee houses, appliance and electronic stores plus an adult shoppe from New Orleans, Houston, and Denver.

Chapter 2 Community through Tönnies' Eyes

Since this study assesses businesses as markers of change as well as icons of culture, it is important to discuss the concepts of culture, collective memories, and icons to provide discourse clarity. Both the concept of Community and Culture have been bantered about to the extent that there are internet or virtual communities, as well as anti-cultures and sub-cultures. As such it is important to examine these areas for concept clarity about community, plus the process and the definition of culture, so discussion begins there.

The Role of Culture

Foremost it must be recognized that 'culture' is a relatively new word and is approximately 200+ years old. While it has French and German roots, the German definition tends to prevail with their first dictionary listing in 1793 and the foundational premise being based on 'civilization' or 'cultivate' to which culture is viewed as being a combination of both the process and end result (Kroeber and Kluckhohn 1963). While the word culture was bantered about for almost 75 years before settling down for a definition, the most comprehensive explanation of culture was presented by Tylor in 1871. His definition reads (1924/1871), "Culture . . . is that complex whole which includes knowledge, belief, art, law, morals, custom, and any other capabilities and habits acquired by man as a member of society."⁶ But Tylor fails to discuss whether his culture was identifiable by process markers and what the markers would evidence. More important, his discussion did not address the impact carried by time and place upon this acquisition of knowledge, beliefs, and abilities. Around that time, Lester Ward (1905, Pp. 59-60) began to delineate between culture and civilization, with culture being "the control of

⁶ Perhaps Sir Edward Tylor pondered *culture* over coffee and beignets at Café du Monde.

nature by science and art.” And through contrasting this against the one-dimensional man, Geertz (1973, p. 35) brings time and place dimensions into culture:

The trouble with this kind of view... is that the image of a constant human nature independent of time, place, and circumstance, of studies and professions, transient fashions and temporary opinions, may be an illusion, that what man is may be so entangled with where he is, who he is, and what he believes that it is inseparable from them. It is precisely the consideration of such a possibility that led to the rise of the concept of culture and the decline of the uniformitarian view of man.

In that Geertz introduces the interaction of man with time and place as contributors to culture, he recognizes that *where's, who's, and beliefs* are entangled within the individual such that culture cannot be clearly differentiated from the individual because one's beliefs are an intrinsic part of the individual. Except, Geertz failed to recognize that people are the unit of transmission for culture.

Radcliff-Brown (1931, 1952) strongly believed individuals as themselves were unimportant; rather people are the tools or facilitator of culture's continuity. Not only are people tools or markers of the cultural process, but businesses (being an artifact of human behavior) parallel this same condition and are an integral part in the process of culture to the extent that:

Every custom and belief of a ... society plays some determinate part in the social life of the community, just as every organ of a living body plays some part in the general life of the organism (1922, p. 229).

This provides the opportunity to recognize culture (social behaviors, customs, values, and morals) is a straightforward urtext⁷ which have been adapted by people's historical and locational, and transactional contexts. When blended together, Radcliff-Brown's process of culture with Tylor's definition of culture both provide research insights for this study.

Meanwhile, Mumford (1938) brought Tylor's definition into the urban milieu. While in 1955, Arensberg examined the importance of communities as the simplest unit of orderliness

⁷ Derrida (1997/1967) defined urtext as basic or foundational text/communication elements.

and diffusion of culture and he based his theories on Mumford's *The Culture of Cities* (1938). Arensberg contends (1955, p. 1143), "... Communities are pan-human as transmission units for human culture." And yet Mumford provided the foundational piece for Arensberg's work by demonstrating that concurrent to each advance of European culture, there was a new form of city emerging. So for every observable process changes of culture there have been identifying markers to quantify it. Years later in, "Urban Sociology in and Urbanized Society," Mellor (1975, p. 278) concurred, "The urban, the local, the immediate context of experience, is seen as derivatives from structural changes in the society as a whole to which analysis must always be referred." Mellor is stating that changes within the cultural process can be assessed through quantified markers or icons. Through his studies, Glass affirmed that cities in the contemporary Western world appear as, "a mirror of abstract impersonal forces-of history, class structure and culture" (1955, p. 5). From this it is recognized that cities evidence cultural markers which contrast change between deceased and current residents. By default, cities evidencing the least amount of change would have many of their oldest businesses still open, with those businesses most likely performing the same transactions as in prior years.

From Wirth's (1938) urban perspective, he viewed structure existing through cultural institutions (i.e., places of social exchange such as *Great Good Places*, Oldenburg 1999) such that consistent symbolic interaction (Blumer 1986; Yin 1994) could facilitate communication and exchanges even prior to new immigrants learning to communicate through the American language. To the extent that symbolic interactions takes precedence over verbal communications. Through the social interaction of "the needs of the average person"⁸ and simple cultural institutions such as businesses, an evolving yet consistent-based culture continues to exist. Two years later Wirth (1940) theorized about two poles in urban existence:

⁸ Wirth (1938).

the civilization which had grown up in cities and the culture of society. This polemic was also visited when discussing the concept of an urban-setting community and the formation of local culture (Calhoun 1980). And yet, Tönnies (1957/1887) discussed how cities have less local character in comparison to towns or villages, because, “the entire ‘world’ begins to resemble one large city” (p. 227).

Jacobs (1961) also adds to Tylor’s definition of culture by providing rich examples of applied research involving the dynamics between social interaction and culture. She asks, “...why drinking pop on the stoop differs from drinking pop in the game room, and why getting advice from the grocer or the bartender differs from getting advice from either your next-door neighbor...” (p. 58). As such, Jacobs discussion aids in formatting the research question for this study by including theme-ing, food, business, and socializing plus interactions in her studies.

An aspect of culture which White (1925, 1949) brings to Tylor’s premise is the techno-economic aspect. Specifically, the strength of having an environment which facilitates the exchange of money for services or information also provides the research perspective that societies must fulfill basic survival needs before extending towards post-materialism. He premised that a post-materialist society was more complex and had goals extending beyond basic needs such as food, water, and shelter (Maslow 1943). White aligns with Tönnies perspective in that:

The more the actions of man are controlled by love, understanding, custom, religion, folkways, and mores, the less people, animals, and things are thought of a mere means to ends and the less important the role of such socially sanctioned means as paper money, tricks of the trade, and the business-man’s intellectual attitude (Tönnies, 1957/1887, p. 6).

While materialist societies tend to be more focused on food, shelter, and money, post-materialist societies carry those needs as well as extending needs towards additional objectives, such as

socializing. Specifically, this leads into the differentiation of materialist and post-materialist societies to the extent that if this study used non-industrialized societies consisting of people with no culture, no retail businesses, and no urban regions then this study would be invalid. All in all, by blending Tylor's definition of culture with the above discussed researchers, it is recognized that culture as a whole is the external reflection of heart-felt beliefs and values within each individual. As well, the receipt of these assigned values can be quantified by measuring intrinsic characteristics of the receiving object.

Recently an intriguing paper was published by a geographer named Mitchell (1995). His premise is that culture does not exist. In "No Such Thing as Culture: Towards a Reconceptualization of the Idea of Culture in Geography," Mitchell (1995) states, "...the recognition that there is no such thing as culture allows researchers the opportunity to better theorize the power within systems of social reproduction (p.102)." His perspective is that only through having the word culture, does a definition exist. As well, people within societies assign power to entities in comparison to the entities containing intrinsic power. But Mitchell fails to delineate the origin and ownership of power in his discussion. In *Guns, Germs, and Steel*, Diamond (1999) clearly delineates the power geography has over the development of societies, hence ear-marking geography as an important dimension meriting measurement. As well, Geertz and Tylor's discussions of culture justify the importance of including place when assessing cultural icons. But culture doesn't occur alone, nor does it only occur relative to place. Rather other factors such as time, transactions, and the objects involved in the transaction, as well as transactional theme-ing, and the quantification of objects relative to others, all contribute to the cumulative sum of cultural icons. As well, emotions are assigned and collective memories exist to the extent that these also aid in formatting the weave of social bonds in establishing cultural icons.

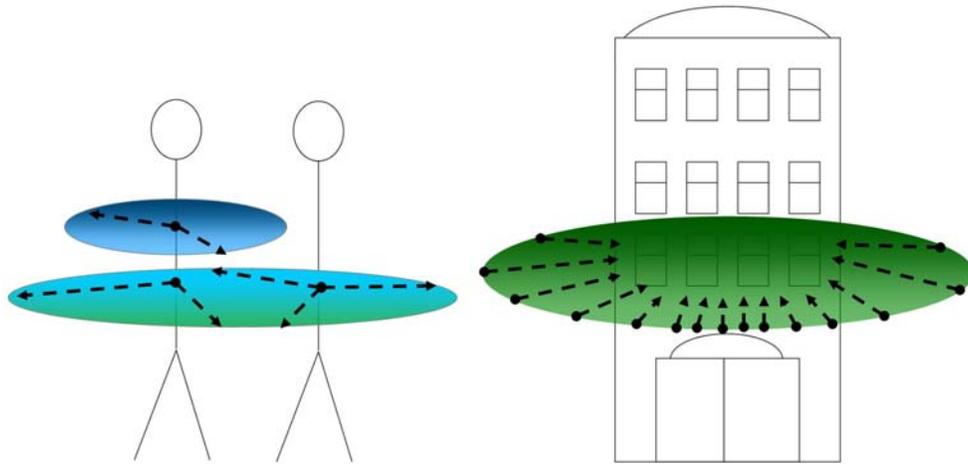
Community

Using *gemeinschaft* (Tönnies, 1957/1887)⁹ as the foundation for this research, it is recognized that as members of society, individuals have many valued relationships with groups or communities. *Gemeinschaft* is that sense of connection to a group and it is perceived through a continuous stream of feedback. These small tightly blended social relationships between individuals and involves solidarity, commitment, collective identity, and perhaps a pledge of the heart. Specifically, Tönnies premises three types of *gemeinschaft*: Blood, Place, and Mind, each having the common bond of being “represented by sacred places and worshiped deities. All three types of *gemeinschaft* are closely interrelated in space as well as in time” (1957/1887, p. 43). Recognize that Tönnies is saying the urtext format of *gemeinschaft* is a directional-based value transaction assigned from individuals towards *something* via two prisms, time and place. People give value to icons.

A few years subsequent to Tönnies, Pescosolido and Rubin (2000) premised that communities could be viewed as outward bound wheel-spokes where the individual is at the center of the wheel. As shown in Figure 1 (see following page), the assigned value of communities can be viewed as wheel-spokes with the individual as the axis, and their value assignment radiating outward from the axis (both stick figures on left side). In contrast, on the right side of Figure 1, the recipient of these value assignments is receiving multiple ‘wheel-spokes’ of value from people. Such that, when residents evacuated from New Orleans to Baton Rouge LA, Jackson MS, and Houston TX for Hurricane Katrina, they brought icons of their cultural values and sense of community with them, to the extent that while *Community Coffee’s*

⁹ *Gemeinschaft* translates into community. Tönnies discussion of *Gemeinschaft* and *Gesellschaft* seems to follow a 2 X 2 table format contrasting the value and exchange of social bonds with the value and exchange of money. *Gemeinschaft* was the theoretical absolute involving only the exchange of valued social bonds, *gesellschaft* was only monetary exchange, dissolution or anarchy involved neither social bonds nor money having any exchange value, and harmony was a blend of social and monetary exchanges. Durkheim’s *Anomie* (1964/1933) follows this same premise, with his focus on the dissolution or anarchy cell of a 2 X 2 table.

Figure 1: Individual(s) and their Communities.



Source: Author.

ground and whole bean sales plummeted in post-Hurricane Katrina New Orleans, their coffee sales tripled in Baton Rouge, LA doubled in Jackson, MS, and increased 20% in Houston, TX (Schmit 2005). And yet, are culture and community the same?

Culture and community are closely related to each other; however there is a difference by degree. Culture is the values contained within the individual, evidenced by artifacts and behaviors and is contained within the measurement of businesses as markers of urban morphology. Community is a perception by the individual, evidenced by emotional-value assignment towards an entity (McMillan and Chavis 1986, p. 9). As such, a sense of belonging (i.e., a sense of community) is established within each actor and ends with the actor assigning their perception-value towards an object, such as a business. In addition to people assigning value towards businesses, they can assign value towards places.

Augé (1995) examined the relationship between geography and emotional assignment towards the place, and non-emotional assignment towards the non-place. He stated, “If a place can be defined as relational, historical and concerned with identity, then a space, which cannot

be defined as relational or historical, or concerned with identity will be a non-place” (p. 78). As such, while an entity such as place is defined by relations, history and identity, then the entity of non-place is defined by a lack of those characteristics, more specifically, a lack of collective memory. By default non-places have no collective memory, and no transactions. Augé states that if place is the identification of culture with geography, then non-place is an area of space which would be the opposite of place (p. 79). Most important, Augé referenced businesses as places. Specifically, the individual relates culture to a business or geographical location which is characterized by an event or history and can be recognized by at least one of the senses. As well this concept was originally premised by Mauss (1990/1950) when he discussed *The Gift*.

In *The Gift*, Mauss (1990/1950) examined the intrinsic powers assigned towards objects. In addition to Mauss discussing intrinsic value contained within and by entities, he also observed people ascribing status towards entities. His writings provided the opportunity for Augé to follow-up later and expand this premise into people ascribing history or culture to geographical locations. Specifically, *The Gift* examines entities as well as dimensions which occur during exchanges, such as time, place, and collective memories plus added values such as social contact and setting characteristics such as theme-ing. Mauss is very clear that this exchange system is a logically-structured system of occult communication to be viewed through multiple dimensions.

Oldenburg (1999) also pulls the place context from Mauss and further examines how place is germane to social exchange. Specifically, Oldenburg examines the human need for places so they can have social exchanges. He recognized the home and workplace as two main places where exchanges can occur and then he adds a third place, *The Great Good Place*, as a public space where people have social exchanges with examples being beer gardens, cafés and teahouses. It is also recognized that these third places listed as *Great Good Places* are rational bureaucracies with a focus on the bottom line.

Collective Memories and Icons

Halbwachs (1980/1950) studied and theorized about relationships between time, man, place, businesses and groups in his examination of collective memories and symbols to the extent that cultural icons cannot be established without collective memories transitioning between people who exchange symbols carrying synchronized definitions. Specifically, collective memory is the continuous weaving of societies' social bonds through place, time, transactions, and objects/ entities. More important, objects such as businesses, are focused continuous locational-history of transactions. As such businesses become sacred-connection icons receiving extra value through emotional assignment.¹⁰ To the point that a building is only a building, but it gains extra power through value people assign to it. At the same time, businesses are focused on the bottom line. Bellah's (1973) examination of symbols (totems or icons) elicited that icons are used to distinguish one group from another. This being the case, then local businesses would distinguish between smaller groups of people and global businesses would distinguish larger groups of people. As well, through time the ability to distinguish sacred values assigned towards businesses would increase with an increased history of groups trading at their chosen identifying marker of businesses. In turn this strengthens the business's value as urban icons. In tandem, having two store locations would then dilute their sacred value because the history of all transactions did not occur at one specific location. Intriguingly enough, the most sacred cultural icon within cities would be those which have been there the longest in the same location, facilitating the same transactions as in prior years.

By including place with collective memories, not only does Halbwachs bring Augé's place/non-place dichotomy, Oldenburg's good places, and Tönnies' gemeinschaft of place

¹⁰ This relates to Durkheim's totemism and social bonds listed in his examination of *The Elementary Forms of Religious Life* (1995/1912), Pp. 100, 101, 111, 116, and 121 and Mauss' study of *The Gift* (1990/1950).

together into the time/social weave, but his inclusion of community memories and businesses provides urban substance to Mauss' claim of physical objects carrying assigned value giving them sacred powers. It is through collective memories that Mauss' gifts gain form and structure.

Because the ability to be an icon is not embedded within objects, rather is carried in believers' minds and assigned to objects, then Suttles' local culture, Mumford's urban culture and community, and Wirth's cultural institutions can be symbolically assigned to businesses. While a building is only a building, through Suttles', Mumford, and Wirth's perspectives, businesses remain themselves but also gain an extra dimension through the extra value people assign to them.

But Halbwachs doesn't limit his research to collective memories, time and place. He also took a look at businesses and observed this same connection between generations being facilitated through time, transactions, and businesses:

There are old hotels, dating from the time of stagecoaches, that continue to be used simply because they are in a memorable location. All these routines and remnants from the past require some sort of collective automatism for their explanation, an enduring rigidity in the thought of certain relationships of businessman and customer. These groups adapt slowly, and in many circumstances demonstrate an extraordinary capacity not to adapt. They long ago designed their boundaries and defined their reactions in relation to a specific configuration of the physical environment...To lose their location in the pocket of a certain street, or in the shadow of some wall or church, would be to lose the support of the tradition that recommends them and gives them their unique reason for existence (Halbwachs, 1980/1950, Pp. 136-7).¹¹

In this quote Halbwachs elicits many connections. His insights provide the connection between people and businesses as well as people's learned beliefs specific to urban settings. He discusses time and memorable locations, routines and remnants of the past, as well as a time line of collective memory exchanges assigned to place and time. Specifically, Halbwachs'

¹¹ Note Halbwachs' pre-inclusion of Ritzer's Unique dimension.

observation of businesses as icons sets the premise for this study that businesses carry iconic value which can be quantified using time, place, the businesses themselves, and transactions.¹²

And it isn't that businesses passively wait to become ensconced within their customers' framework. Rather, the facilitation of exchange theory (Blau 1964; Homans 1961) has been heavily studied by Business schools as tools to transform businesses into icons. Specifically, emotions, symbolic interaction experiences and sensory satiation are used via theme-ing and product line extensions to facilitate the external reflection of the individual's values or culture onto a product or service. *The Experience Economy* (Pine and Gilmore 1999), *Emotional Branding* (Gobe and Zyman 2001), and *Brand Sense* (Kotler 2005) all examine businesses and their products from the marketing perspective and support McMillan and Chavis' empirical study examining the perception of community (1986). The individual assigns a sense of community as an external reflection of their cultural values and both the item they are buying and the exchange process are evaluated against prior contacts by the individual using their unique appointed values. More important the impact of different business types within economic development has been extensively researched (Anderson 1994; Bingham and Mier 1993, 1997; Blair 1991; Blumenfeld 1955; Demery and Demery 1970; Malizia and Feser 2000) to the point that not only do externally quantifiable measurements need to be included in measuring iconic values of business, but the business itself should be quantified and included in the sum value.

Symbolic Interactions

Even through disjointed internet communities, people connect and communicate through symbols and sacred tags the same as people still connect through words as symbols. Interactions

¹² This relates to Durkheim's totemism and social bonds listed in his examination of *The Elementary Forms of Religious Life* (1995/1912), Pp. 100, 101, 111, 116, and 121.

carry more value than most people realize. While people communicate through transactions which carry symbolic value (Blumer 1969), they fail to recognize multiple communication levels occurring, all premised upon a basic format. And while there can be differences of degree and kind, all are based upon a foundational premise. Through pattern-matching a consistency develops to the extent that people can then decode an interaction to its basic premise or urtext (Derrida 1997/1967).¹³ An insightful example of this is Mauss' discussion of *The Gift* (1990/1950) where transactions are utilized to memorialize a logically-structured system of foundational communications between participants. It is not enough that a gesture of greeting occurs; rather the one who initiates the transaction behavior carries more weight. In addition the one who uses the most amount of energy during exchanges also has more invested in the transactions. Hence an interactive effect occurs if customers have to initiate transactions as well as invest the most amount of energy into the exchange. Frequent interactions seem to elevate businesses into "great good places" through social bonds. This process provides the opportunity for residents to weave bonds and form communities hence elevating the two example businesses listed in the introduction, K & B Drugs and McKenzie's Bakeries, into sacred icons of society.

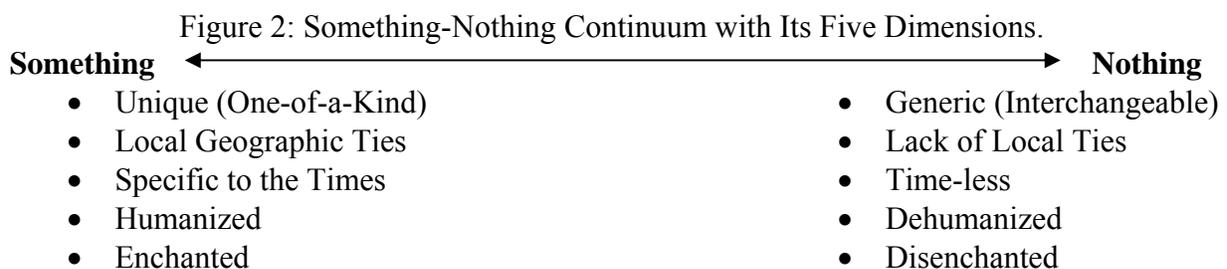
Ritzer's two pieces, *The McDonaldization of Society* (1996) and *Globalization of Nothing* (2004) introduces businesses into the argument by contrasting their focus on the bottom line against Oldenburg's more voluntary arena of social connections and businesses. In *The McDonaldization of Society*, Ritzer (1996) discusses how the rationalization process has decreased human interaction experiences by emphasizing specialized division of labor, bureaucratization, impersonality and efficiency. Specifically, Ritzer goes one step further and provides the template for this study by listing the five dimensions germane to this study. Ritzer

¹³ The process of symbolic interactions evolving evidences the continued need to communicate through gestures. The extinction of signals indicates an absolute loss of communication and loss of a need to communicate (community) between partners.

presents that the rationalization process tends to decrease those intrinsic values which are contained within every exchange. This is because as the process becomes generalized to the extent of zero human contact, then the exchange outcome becomes only an exchange of money for an object having zero added value. And the rationalization process also applies to places, devaluing “great good places” into non-places. More specifically, Ritzer (2004) examines *The Globalization of Nothing* and compares ‘nothing’ with ‘something.’ Using his criteria, the local stores listed in this study would be defined as ‘something,’ and non-local stores would be categorized as ‘nothing.’ It is important to note Ritzer’s clarification of ‘nothing’ because these are characteristics of rationalized bureaucracies, “‘Nothing’ refers to a *social form that is generally centrally conceived, controlled, and comparatively devoid of distinctive substantive content*” (p. 3, italics in original). As such, his continuum charts the difference between place and non-place, people and non-people within the consumption realm. Listed below (see Figure 2) is Ritzer’s “Something-Nothing Continuum” with five germane characteristics (2004, p. 20).

Dissecting a Continuum

When examining globalization, Ritzer (2004) delineated five dimensions involved in the process. He brings the five dimensions of entity, place, time, consistency, and exchanges together under one roof in *The Globalization of Nothing* (2004). Figure 2 lists his “Something-Nothing Continuum” with five sub-level dimensions:



Source: Ritzer, George (2004) *The Globalization of Nothing*. Thousand Oaks: Sage Publ, p. 20.

Because this paper uses these dimensions, the process of how Ritzer views them plus their ranges merits review:

- **Unique or One-of-a-Kind vs. Generic or Interchangeable-resembles a discussion of Frederick Taylor’s Scientific Management** (1911) and what can/ cannot be subdivided into replicable elements. The unique is the blending of knowledge, skills and ability to create, not merely to duplicate (which is located at the interchangeable end of continuum). The unique is “indigenously created and controlled, rich in distinctive substance” (Ritzer, 2004, p. 21). Specifically, with unique the distinctive elements far outnumber replicable elements.
- **Local Geographic Ties vs. Lack of Local Ties-relates to centralization/ decentralization level.** This examines local culture and community in comparison to mass culture through identifying the level of geographic connection (i.e., local, regional, national, global) and Ritzer (p. 27) premises, “that which has local ties tends to be a form rich in distinctive substance.”
- **Specific to the Times-is identified with the period of time labeled ‘timeless’ vs. the period of time labeled ‘time-less’** which is when “virtually all substance related to any particular timeframe be removed or at least muted” (p. 28). In contrast, *timeless* are the classics, matched to epochs and historical traditions and will have more identifying markers characteristic of a specific time in comparison to having no relationship to an identifying time. All in all, *timeless* are the classics, matched to an epoch while *time-less* has no identifying markers.
- **Humanized vs. Dehumanized-focuses on the level of shared emotional connection and is the contact or exchange.** This brings in symbolic interaction used to connect humans, and resembles both Mauss’ (1990/1950) discussion of occult communications or myths embodied within objects, and Halbwachs’ (1980/1950) examination of collective memory, and its relationship with time and space. These are “deep and highly meaningful human relationships” (Ritzer 2004, p. 32) with a sense of connection on one continuum end and no connection at the opposite end.
- **Enchanted vs. Disenchanted-resembles a consistency factor.** This is based on people needing to find consistency through patterns. Without consistency, the perception of mastery cannot be attained (Malinowski 1934, 1945, 1954, 1961/1922).

When taken apart, his five sub-level dimensions become a table ascribing qualitative value to basic units. Using those basic units, variation can be assessed through assigned

differences of degree and kind. More important this research perspective uses those urtext dimensions for the units of measurement. As well this research recognizes the need to deconstruct and quantify the assignment process of iconic values towards businesses using these germane dimensions. See Figure 3 below.

Figure 3: Type of Change and Unit of Analysis.

Assigned value range from N to zero:	Unit receiving assigned value:
Unique to generic	Entity
Local ties to lack of ties	Geography
Specific to times through no reference to time	Time
Humanized to mechanized	Exchange/ Transactions
Patterned similarity to jumbled mess	Consistency

Source: Author.

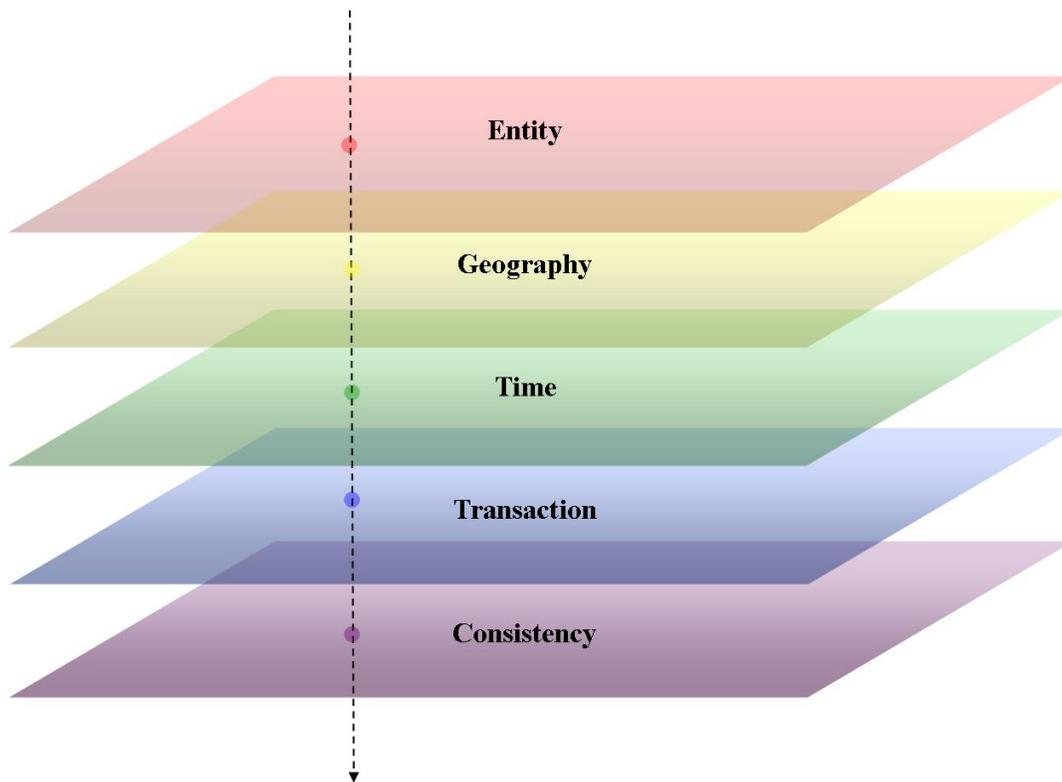
The left column of Figure 3 displays the type of change being measured while the right column displays the unit being examined. From this it is recognized that the more significance or worth one assigns to a unit, the more it increases in value to become a sacred icon.¹⁴ Note Ritzer’s Assigned Values are affective values assigned by individuals to format qualitative connections to their communities (Tönnies 1957/1887; McMillan and Chavis 1986; McMillan 1996; Ridley 1999, 2003; and Schmit 2005).

Overall, Ritzer premises five dimensions to measure social events with each dimension being assigned differing value levels. More important, the iconic value of businesses can be assessed through quantifying five dimensions. Specifically, this study evaluates businesses as markers of urban culture through assessment of basic dimensions. As well Ritzer’s argument

¹⁴ Interviews and newspaper articles (Ricks and Spayd 2004) during preliminary research support this theory because while New Orleans residents did not view Wal-Mart and Baskin Robbins as their local cultural icon, when participants were in Mexico or European/ Middle Eastern countries, then Wal-Mart plus Baskin Robbins became their home town local cultural icon of the United States.

guides this research towards the measurement dimensions to use.¹⁵ This study recognizes Ritzer's dimensions and the concept of assigned value but revises his relatively-based values into quantifiable values. All in all, these five dimensions are the most basic of dimensions which combine into a unified field. See Figure 4 below.

Figure 4: Unified Field Dimensions.¹⁶



Source: Author.

In Figure 4 the dotted line represents a template business from our data set with different planes representing the dimensions being measured. Applying this perspective to K & B Drugs,

¹⁵ Mauss's argument about *The Gift* could also be used by viewing the act of assigning emotional content towards the gift to be the same as assigning emotion towards a business. Then measure the amount of time that the gift has assigned value, dilution factor of geographical spread, power transfer agents within the exchange, the gift itself, as well as its theme-ing and evolution from a basic format.

¹⁶ All in all, the one key unifying dimension is change. Otherwise six basic dimensions exist with everything else being derivatives or characteristics of those dimensions. Transactions are recognized as exchanges or conversions of energy. To paraphrase Chomsky (1956, 1957), from these finite elements, infinite combinations become available.

in addition to it being a business (entity), it was also a 184 store chain of drug stores located in many states the southeast part of U.S.; it was lightly themed, with customers bringing product to the transaction plus having transactions at the countertop. And McKenzie's Bakeries was a 39 store chain located within the New Orleans metropolitan area. It was also lightly themed with customers bringing product to the transaction, and transactions were at the countertop. In that McKenzie's had a tighter geographical range than K & B Drugs; it was the more local of these two businesses. But geographical distribution is not enough, rather all dimensions merit separate assessment before summing their values.

For this study, the Consistency dimension is applied to Entities to assess for change of businesses from a basic format as well as to assess for change in product line. Additionally Consistency dimension is applied to Transactions to quantify who brings product to the exchange. Overall these five dimensions are used in this study, businesses are the data set, with the theoretical lens based upon Durkheim's sacred and profane icons (1995/1912), Halbwachs' (1980/1950) collective memory, and Blumer's (1986) symbolic interactions.

The "Sense of Community" (McMillan and Chavis 1986, McMillan 1996) and emotional assignment to businesses is recognized as a separate paper where surveyed/ interviewed people would list their emotion-based rankings of businesses as cultural icon. This study recognizes the assignment of community by people toward businesses with three components contributing to this perception of community (Unger and Wandersman 1985): affective emotional attachment, social through emotional and instrumental support, and cognitive perception through cognitive mapping and symbolic interactions. However it is important to recognize that businesses are the unit of analysis for this study, and this study is measuring that which is quantifiable from the perspective of businesses as a characteristic of urban development.

Chapter 3 Research Method and Data Sources

The hypothesis of formatting a measurable scale for assessing business iconic value is tested by formatting five basic dimensions and then formatting scales applicable towards each dimension. Once this part of the process is completed, then assigned dimensional scales are combined for a Cumulative Index Score. This provides the most robust example of a business as a cultural icon because the cumulative total combines dimensions together allows for a blending of gradients to occur. Specifically the more robust cases will evidence a stronger connection to indigenous social behaviors, producing a more stabilizing force within the urban environment. This is because older businesses would have a greater connection to residents compared to newer businesses. As well single-site stores have a more intense concentration of transactions occurring with their one site compared to carrying 1/5000th of the transactions a 5000 store business would have. In contrast, positive dimensional change indicates growth, but at an expense against the stability of older businesses which have not needed to change in order to compete. It is also noted that preliminary qualitative findings were evaluated through concept mapping and matrix coding (Coffee and Atkinson 1996; Miles and Huberman 1994). Triangulation of data, methods, and theories were also performed. Not to diminish the importance of qualitative research, but the main research format for this study is quantitative. Hence the research design structure for the quantitative analysis is of importance. As such a discussion of scaling is in order.

The clearest example of scaling involves thermometer design. While it can be visually confirmed that water boils and freezes, the establishment of temperature scales allowed researchers to assign numerical values to boiling, freezing, as well as any other observable water temperature behavior, and then format a ratio between end points. By assigning numerical

values to quantifiable gradients plus consistently using those related numerical values, a calibration occurs which allows research calculations to be consistently performed. Whether using Celsius, Fahrenheit, or Rankine, all thermometer values and degree gradients are valid because water still boils and freezes. Rather through the researcher's consistent use of the same assigned value provides research accuracy. See Figure 5 below.

Figure 5: Scaling Template.

	Degrees Celsius	Degrees Fareinheit	Degrees Rankine
Water Boils	Assigned value 100°	Assigned value 212°	Assigned value 671.69°
Water Freezes	Assigned value 0°	Assigned value 32°	Assigned value 491.69°
Absolute Zero No molecular movement			Assigned value 0°

Source: Author.

Applying this same concept to the first dimensions, Time, it is recognized that there are multiple zero-points for the beginning of time. While this paper is published in the Gregorian

year 2007, the Jewish year is 5776. At the same time, the trilobite fossil own by the author existed 300 million years ago and the stop-watch just started states time began twelve seconds ago. From this it is recognized that in addition to the Gregorian and Jewish calendars being off by a few years, time measurements are relative. Rather consistency of using the same measurement within the analysis carries more validity. Same concept applies with geography, entities, exchanges, theme-ing and product lines. All can be measured by various scales; instead the consistency within each scale allows researchers to measure change. And change is information.¹⁷

Another observed concern is that while researchers of theoretical physics discuss time-space, they fail to recognize that without a connection between the two dimensions, the two dimensions only parallel each other. Other quantum physicists recognize the inadequacy of having two dimensions but fail to connect the dots (Greene 2004; Smolin 2007). Rather something needs to connect the dimensions. At the simplest form, this connector is an entity (i.e., animal or chair). More specifically, some form of an exchange, transaction, or energy conversion is observed when assessing the connection process. Hence the most qualified research recognizes the need, at minimum, to include these dimensions. As well, the inclusion of consistency allows for degree and kind expansion of variables. It also provides the opportunity to include additional dimensions. Specifically, this research observed transactions to be split into two variables. Since businesses are the units of analysis, then two dimensions germane to businesses, theme-ing and product lines were included into the data set.

This study applies the concept of scaling to the five dimensions by quantifying each dimension separately. Truly each dimension begins with a dichotomous listing of a silent variable (i.e., Not Time, Not Geography, Not Entity, Not Transaction, and Not Consistency)

¹⁷ André Skupin frequently stated this in his course lectures.

followed by a ranking by degree of difference. For example, not all time is equal, therefore the Time dimension will be measured using Jenks natural breaks (1977) with the group of oldest businesses being ranked 0, next group ranked one, and so forth. However before data analysis can occur, formation of the data set needs to be discussed. This will be followed by preliminary observations and assessment of K & B Archives.

Dimensions to Measure Icons

The need for internal validity merited including businesses robust with exchanges between people of both genders and access by all social classes and this led research towards drugstores, bakeries, coffee houses and grocery stores. Drugstores and grocery stores sell essential products for human life, and K & B Drugs has been referenced as a local cultural icon. As well, McKenzie's is a bakery and it was referenced as a local business icon. While bakeries and coffee houses do not truly supply essential supplies, they do sell time to socialize. And that connection to social is germane to this study, since the study is quantifying iconic values. Coffee houses sell time to have conversations and make the connection to social as was our bakeries. As such, it is recognized that this study is not a tourist's check list of twenty places to visit while vacationing in New Orleans, Houston, or Denver.

Prior to this paper, an exact definition of "local cultural icon" does not exist. Two businesses were labeled by outside sources as cultural icons or local business icons. The author is hesitant to establish a definition at the beginning of a study and then force the data to match. Let the data and the pattern matrix evidence what is a local cultural icon and the definition will follow. A tentative definition for local cultural icons is that they are entities which have received a thick band of social connective value from people. This thick band of social connection can be measured through time, geography, transactions, the entity's ranking, and other constants merited by nuanced characteristics. Specifically, these objects have been assigned value which

is the external reflection of peoples' internal value systems; they are a conduit in the connection to social. Subsequent geographical discussion will elicit the term 'local cultural icon' to include a geographical perspective. More important, this study is examining businesses through the urban perspective to assess for key characteristics to quantify iconic value.

When discussing his operationalization of cultural artifacts, Kroeber (1969) emphasized the most important dimensions of artifacts (in our case, businesses) are, "...that the subject of this inquiry is not *who* expresses, but *what* is expressed, and *how*: that is, the relations in time, space, and substance of each expression to other expressions" (1969, Pp. 9-10, italics in original). Subsequent to his study, many researchers have theorized and discussed local, everyday culture (Bestor 1989; Rotenberg and McDonogh 1993; Zukin 1991, 1995, 2004; Zukin et al, 1998); however, their papers are limited because they fail to operationalize and quantify their data set.

As such, the theoretical lens to view this sample set is premised by combining Tönnies' (1957/1887) social dimensions of community with Durkheim's sacred and profane icons (1995/1912), Halbwachs' (1980/1950) collective memory, and Blumer's (1986) symbolic interaction premised in Yin's (1994) pattern matching. Since K & B Drugs was identified as a cultural icon, concurrent with McKenzie's Bakeries as a local business icon, they are used as reference points and pattern matched against other stores. Specifically, this study is operationalizing the strongest connection between the individual towards society via urban icons, with businesses as the unit of analysis. There are two defined data points and by including cases which extend each dimension to their extremes, this will establish clarification of germane characteristics which aid in defining businesses as cultural icons. As well, this study recognizes an intrinsic ranking of businesses. Grocery stores provide the thickest connection to social because they sell food, which provides the opportunity for increased social connectiveness

during the preparation process for food consumption. From meal selection and ingredient listing, to food selection at the store, meal preparation, and consumption, overall grocery stores provide the greatest opportunity for social connection. As well, the existence of grocery stores evidences the life of a city while closure of grocery stores evidences the loss of urban sustenance. Drug stores provide a slightly smaller social bond in comparison to grocery stores because most of their products do not require preparation. Rather their widgets are primarily purchase and use. At the same time, their widgets can be purchased to be used to render aid (pharmacy), intensify social events through documentation (develop photographs), and add value to people so they could increase their social connection (personal care items). Prepared foods have been around since stagecoaches, with people who were unable to prepare their own meals buying from inns or hotels, lunch counters, or some form of prepared food location. Since these businesses do not include the customer during the food preparation process, they have less nodes of social connection than grocery stores. As well, they have slightly less social connection than drug stores because of a tighter retail focus. While coffee houses sell time for people to socialize, recognize they have a decreased intensity of social connection nodes in comparison to prepared foods. The main connection to social for coffee houses is their ability to sell time for people to socialize and perhaps allow some socializing between customer tables. Prepared Foods/ Sweets are primarily purchase and go businesses. As such they have less connection to the social compared to coffee houses. At the same time, Prepared Foods/ Sweets businesses do provide a Maussian-gift (i.e., dinner rolls, doughnuts, ice cream) to be consumed usually during a social event. This leaves two remaining groups to be ranked: appliance stores and adult stores. While appliance stores do provide the tools to cook, entertain, and maintain, they only provide tools. And adult shops provide tools for private entertainment. Private could mean two consenting adults, and it could be tools for a very tight relationship, but overall this

business provides the thinnest band of social connection in comparison to other businesses in this study.

This bond between one and the group occurs through four lens, place, time, symbols, and interactions (Durkheim 1995/1912, Halbwachs 1980/1950, Tönnies 1957/1887, Blumer 1986). For this study the bond to social is first facilitated through Oldenburgs' "*Great Good Place*" lens (1989) because "*Great Good Places*" have been assigned values by people to the extent that enough of their criteria for social connections are continuously being fulfilled and maintained. Interactions between businesses and residents were observed from both the business side and the people side before assessing the research format.

The *Something-Nothing* Continuum Ritzer (2004) posits intrinsically contains a connection between the individual and an entity through his five listed sub-continua and brings the discussed concepts together into quantifiable dimensions. As mentioned earlier, through an extended duration of social connection, those businesses which have been opened longer in comparison to businesses recently opened, would be more of an icon. As well, businesses with one location would have a more intense ratio of social connections as compared to diluting the full number of social connections between two or more locations, giving it more of a local iconic status. It is a given that businesses are the unit of analysis for this study. As such, businesses are assessed as an icon because urban settings all contain businesses. If a lesser-materialistic society were to be measured, to the extent that businesses did not exist within this group, then by default businesses would not be used as a unit of analysis. Rather, since businesses are listed in this study, then urban areas are characteristics of a more-materialistic society. Maslow, Tönnies, and Oldenburg delineate the ranking of needs which begin with characteristics of lesser-materialistic societies, such as food and water, and increases to more materialistic needs, such as

self-satisfaction and community involvement; therefore his ranking is applied to the businesses in this data set.

Transactions are divided into two separate dimensions and are measured by the amount of energy used by participants. If transactions did not occur within businesses, then transactions would not be a valid measurement. But transactions are a basic characteristic of businesses, hence they are included. Additionally, since all businesses have a quantifiable level of theme-ing and product line additions, when compared against a basic ur-entity (premised from Derrida's concept of urtext), then these two variables are included in the study.

Durkheim (1995/1912) premises in his thesis that entities carry varying sacred levels because the assignment is made by individuals. More specifically, in 1973, Bellah also examined totems (symbols or icons) and said, "It is the outward and visible form of what we have called the totemic principle or god. But it is also the symbol of the determined society called the clan. It is its flag; it is the sign by which each clan distinguished itself from the others" (1973, p. 168). So when American students record their joy in eating and comparing Baskin Robbins Ice Cream to their hometown Baskin Robbins when touring South Korea they are identifying themselves through Baskin Robbins (ICCN 2006). The same occurs for American soldiers based overseas where Starbucks reminds them of home (Ricks and Spayd 2004). This means that while there might be favorite places to drink soda or have ice cream, these businesses are cultural icons. For this study, New Orleans resident, Justin Schmidt (King and Darce 1998) echoed this perspective when talking about attending a garage sale of K & B logo-ed merchandise, "I wanted to get something to remember K & B by." He was a satisfied customer who had enjoyed a stable relationship with K & B Drugs. When talking about K & B closing, another satisfied customer said, "It's just one more piece of New Orleans gone" (ibid.).

Two data points identified as cultural icons are K & B Drugs and McKenzie's Bakeries (Louisiana State Archives 2003, McNulty 2000) and they are included within this benchmark study to assess the index formatting process. And while a regional chain of stores (K & B Drugs) and a metropolitan chain of stores (McKenzie's Bakeries) were labeled as icons, the need to include businesses having only one store as opposed to a chain of stores is recognized. At the same time, if businesses with one store are included, then businesses with many stores should be included. Additional insights on K & B Drugs are listed in Appendix A, with McKenzie's Bakeries listed in Appendix B.

Data Set

Two key events merited the inclusion of grocery stores. Whole Foods and Albertson's Groceries both closed some New Orleans metropolitan area stores and while there was no documented public outcry for Albertson's closure, the Whole Foods closure was met with distinct behaviors performed by Whole Foods nearby residents which evidenced Whole Foods had attained icon status to them. Their public display of emotion for the Whole Foods store on Esplanade Drive included neighborhood coalition meetings, emails to the CEO, website formations, and other activities.¹⁸ Additional Whole Foods case information is listed in Appendix C. In contrast, Albertson's closure of their New Orleans stores after 15 years of business in the city was met with one story in the *Times-Picayune* (White and Judice 2004) listing Albertson's Chairman, CEO, and President Larry Johnston's assessment, "The company is leaving 'markets where we are not No. 1 or 2, and cannot see a path to get there.'" In 1939, Joe Albertson began the Albertson's grocery chain in Boise ID with the chain expanding to 2300 stores in 31 states (Albertson's 2005). A New Orleans based grocery store, Dorignac's Grocery,

¹⁸ Participant observation was performed to observe the interface between Whole Foods corporate office and the Esplanade Street Neighborhood Steering Committee.

was also included in the data set, because while their single store did not expand into multiple locations it did relocate from its' original location. It was at the first location for twenty years and the current location for 40 years.¹⁹ Additional Dorignac's Grocery information is listed in Appendix D. King Soopers Grocery stores are included in this study because their clerks unload the grocery cart, as opposed to most grocery stores which have customers unloading their own carts onto the conveyor belt. As well, King Soopers was bought by Kroger, with King Soopers retaining their original branding. Klein's Supermarket is a single store operation located in Tomball TX²⁰. They are family owned and operated and have been in operation for three generations (beginning in 1922). The addition of Klein's Supermarket allows additional comparison within the class of supermarkets, concurrent with verification against Dorignac's as a stand-alone grocery store. The author shopped in the store a couple of times and was told Klein's continues to offer customers the option to put purchases on a tab. During the 70s Klein's Supermarket moved to Main Street from its original location down the street. Additional Klein's Supermarket case information is listed in Appendix E.

It was difficult to locate bakeries around the New Orleans area which matched McKenzie's Bakeries since bakeries tend to center their product-lines toward either grain-based or sweet products (i.e., bread vs cheesecakes, doughnuts, pies). Because of this, since confectioneries and coffee houses both sell bakery products, both groups are included in the dataset. In addition to McKenzie's Bakeries, another confectioner in New Orleans is Brocato's Ice Cream and Italian Ice. Brocato's Ice Cream and Italian Ice is a one-store business, with the third generation of the Brocato family currently operating it. The one store of Brocato's has relocated three times since opening in 1905. Additional case information on Brocato's is listed

¹⁹ Within this study there was a grand total of four businesses which re-located during their careers (Dorignac's, Morning Call Coffee, Brocato's, and Klein's Market). Foss Drugs remain at their original location plus expanded next door to increase their square footage.

²⁰ Tomball is located approximately 20 miles northwest of Houston, TX.

in Appendix F. Another confectioner/ sweets retailer included in the data set was Baskin Robbins, with their inclusion as a contrast against Brocato's one-store business. Back in 1945 Irv Robbins opened a Snowbird Ice Cream shop and his soon-to-be brother in law Burt Baskin opened Burton's Ice Cream shop the following year. Together in 1946 they opened Baskin Robbins Ice Cream with the company expanding internationally to include at least nine countries. While their focus was selling ice cream, co-founder Irv Robbins of Baskin Robbins stated, "We sell fun, not just ice cream" (Baskin Robbins 2005).

The inclusion of coffee houses brought Café du Monde into the study set as well it also brought in other coffee houses. A few years after Café du Monde opened; Morning Call Coffee opened so both businesses merit being in the study allowing us to hold Time constant and view similarities and differences between the stores. Case information on Café du Monde is listed in Appendix G and Morning Call Coffee is listed in Appendix H. Starbucks was included in the study because it was located in New Orleans and is a publicly-traded chain hence similar to Wal-Mart. PJ's Coffee shops are located in the eastern region of the U.S., and Mello Joy Coffee Shops are located within the city limits of Lafayette LA, not in the larger Metropolitan Service Area (MSA) of Lafayette LA. These additional cases allow comparison against McKenzie's Bakeries relative to place because McKenzie's store density is premised on the MSA of New Orleans, not just the city limits of New Orleans. They began operations in 1936.

The corporate headquarters for Bad Ass Coffee Company is based in Salt Lake City Utah and they were started in 1989. They are a coffee house with a Hawaiian theme, having a 3 ½ to 4 foot tall Plexiglas volcano in the store center. While Starbucks emphasizes global coffees; Bad Ass Coffee emphasizes Kona coffee. In contrast to Café du Monde with menu options of café au lait, coffee with chicory, and beignets, Bad Ass Coffee offered a variety of mixed coffee drinks with various add-ons (i.e., Flavored syrups, whipped cream) plus many pre-packaged

food products. Bad Ass is located in the US as well as Japan and Korea. More specifically, the US Bad Ass Coffee locations are *not* located in the middle North/South strips of States (from North Dakota/ Minnesota to Oklahoma/Arkansas area), rather are located on the west coast, Hawaii, and Texas area. Additional Bad Ass Coffee Shop information is listed in Appendix I. The Washington-state based Starbucks coffee was also included in this study set. Starbucks began in 1971 premised upon transforming the traditional American coffee experience from the ordinary to the extraordinary by merging quality coffee bean experience with charm and romance of European coffee houses (Michelli 2007). In thirty five years Starbucks has expanded from a one shop operation to 6000+ stores in over 37 countries (Starbucks 2005).

When it came to drug stores, CVS Drugs was chosen because it is a regionally-based drug store, same as K & B Drugs. The first CVS store opened in 1963 and has expanded to include 5000+ stores in 36 states (CVS 2005). Wal-Mart was included because it represents “Big Middle” stores (Levy, Grewal, Peterson and Connolly 2005). Additional Wal-Mart case information is listed in Appendix J. Foss Drugs opened their doors in Golden Colorado after the gold rush (1913, a year after the Titanic sunk) and are a one store operation which continues to carry basic drugstore items, same as K & B Drugs.²¹ However in contrast to K & B Drugs, Foss Drugs is a one-location store plus resident for the Golden area have also identified Foss Drugs as their local cultural icon to the extent that they said, “Foss Drugs conjures memories for almost every Miner (Colorado School of Mines terminology for their students)...Foss Drug was our Sunday morning breakfast meeting ground” (*Mines* 2007). Their inclusion would assess whether icons can have many stores or whether the ultimate of local cultural icons would only have one store. Target Stores was not considered for the data set because Target hails more

²¹ In 1903 E.L. Gallinger and Fred Root opened the Gallinger-Root Drug company in Golden CO. Then in 1913 Henry Foss bought the store and renamed it Foss Drug (*Mines* 2007).

from the variety-store genre, not drug stores. Specifically, Target does not sell cigarettes and in contrast K & B Drugs plus Wal-Mart both sells cigarettes.

Eight prepared foods businesses were included in this study: Judice Inn, Bud's Broiler, WhataBurger, Sonic Drive In, Burger King, McDonald's, Taco Cabana and Taco Bell. These prepared food businesses are divided into two groups, hamburger stands and Mexican food. Judice Inn is located in Lafayette LA and has remained at the same location since opening in 1947, with customers verbally ordering from the table. Bud's Broiler has 12 locations within the New Orleans Metropolitan area and began in 1952. Some locations have drive-through, but all locations have customers verbally ordering their meals. WhataBurger began in 1950 and is a Texas-based regional hamburger chain which was recognized in 2001 by the 77th Texas Legislature (H.R. No. 723) as a "Texas Treasure." Back in 1953, Top Hat Drive In began and six years later Top Hat Drive In then became Sonic Drive In. Sonic Drive In provides insights about iconic businesses started in the mid-1950s, currently geographically expanded to include U.S. and Mexico. Burger King began in 1954 and has the second largest geographical distribution of this data set, expanding their 11,000+ stores into 66 countries. But their 66 countries pale against McDonald's 119 countries. McDonald's began around the same time as Sonic Drive In and Burger King, and as of 2004 their 30,000 stores were located in 119 countries. Bud's Broiler and some McDonald's locations have drive-through, but all locations have customers verbally ordering their purchases. Taco Bell and Taco Cabana were included because Taco Bell officially started a little later than the group of burger stands and now has over 6000 stores in over 17 countries. Taco Cabana is a smaller southwestern regional business with over 140 stores located in four states.

Including coffee houses brought in Café du Monde into the study set at the same time it also brought in Conn's Appliances because Conn's began around the same time as Café du

Monde (late 1800s). While Conn's Appliances began in 1890, their current product line lists HDTV and plasma televisions, computers, push mowers and lawn tractors, DVDs and VCR home theater systems (Conn's Appliance 2005). They have 55 stores and are located in South and East Texas, plus West Louisiana. More importantly, Conn's provides great insights to this study because their product mix has changed severely from their beginning in 1890.²² So while they have been open for over 115 years, they have chosen to have their product mix keep current with developing technology. Additional Conn's Appliances information is listed in Appendix K. To expand the appliance group, Best Buy and ApplianceWorld were also included. Best Buy sells appliances plus cutting edge technology but have not been around as long as Conn's Appliances. To the point, Best Buy has been around since 1983, almost one hundred years after Conn's Appliances opened for business. Best Buy started out in 1966 as "Sound of Music" and in 1983 changed names to become Best Buy. Best Buy has stores in the United States as well as abroad in Canada. And ApplianceWorld recently opened, with their five stores all geographically located within the same Metropolitan Service Area. They sell appliances as well as cutting edge technology.

Mr. Binky's Adult Shoppes was introduced into this study as a spike because if local is premised by ownership, as K & B Drugs was locally owned, then Mr. Binky's index scores should be near K & B Drugs. Mr. Binky's Adult Shoppes is a locally owned retail adult-entertainment business with four stores in the New Orleans Metropolitan Area.²³ They merit inclusion in this study because while their product line addresses human needs, same as a drugstore, Mr. Binky's sells products deemed for use during private relations. More specifically Mr. Binky's four stores address the concern of store density. Because if findings show local

²² Color televisions, computers and DVD/VCRs were not commercial successes until after 1940s and commercially available gasoline powered lawnmowers began manufacture in 1919 [About, 2005].

²³ Spikes are used in data assessment to internally assess process analysis.

cultural icons have only one store, then the global ranking for a chain with four stores shouldn't be as high as a chain with 100 stores. Since Mr. Binky's has four stores, then it is equal Mello Joy Coffee Shops which also has four stores. At the same time both Mr. Binky's, McKenzie's Bakeries, plus Bud's Broiler are all located within the same MSA (New Orleans' Metropolitan Service Area) so if that is a key feature, then their rankings should come out near each other.

Overall, thirty cases are listed in this mixed-methods study with Mr. Binky's playing double duty as a control group because it has enough generalized characteristics to duplicate our study stores in degree plus it has been labeled deviant by the local community and cannot be located "within 1,000 feet of churches, schools and playgrounds, where the sale of adult items is banned" (Krupa 2005). Figure 6 (on page 39) lists the data set, with seven pages of data set sources for Figure 6 listed in Appendix L. Data sources were a compilation of findings from company websites, telephone calls and on-site visits, *Times-Picayune* articles, plus archives and written references. Business ownership is listed as a courtesy to the reader; it is not included in the data set because it is not a dimension contained within businesses. As well, this research recognizes the decline in privately-owned retail businesses; however the focus of this study is not the oppression of individually-owned businesses by mega-corporations.

There was a local grocery chain in New Orleans (Schwegmann's Groceries, now defunct), and while newspaper articles did not explicitly state it was a local cultural icon, when talking with people about Whole Foods and Albertson's, Schwegmann's would come up in the conversations. A Schwegmann's heir was located with conversations leading up to having Schwegmann's Archives presented to University of New Orleans (UNO), to be included into UNO's Archives. Old Schwegmann records had been stored for many years in an airplane hanger near the UNO campus.

Figure 6: Characteristics of Cases in Data Set.

Business	Type	Based	Ownership	Year Estab	Number of Stores	Locations
Dorignac's	Grocery	New Orleans ^b	Privately Owned ^b	1945 ^b	One (Relocated to new location in 1985) ^b	New Orleans ^b
Klein's Groceries	Grocery	Tomball TX ^b	Privately Owned ^b	1922 ^{b,d}	One (Relocated to new location in 1974) ^{b,d}	Tomball TX ^b
King Soopers	Grocery	Denver CO ^a	Publicly Traded ^a (Subsidiary of Kroger Stores)	1947 ^a	140 total ^a ; 139 in CO, 1 in WY	CO and WY ^a
Albertson's	Grocery	Boise ID ^a	Publicly Traded ^a	1939 ^a	2,300 total ^a	USA ^a
Whole Foods	Grocery (Natural/Organic)	Austin TX ^a	Publicly Traded ^a	1980 ^a	168 total ^a	USA & UK ^a
Foss Drugs	Drugstore	Golden CO ^b	Privately Owned ^b	1913 ^b	One (Remain in original location, expanded next door) ^{b,e}	Golden CO ^{b,e}
K & B Drugs	Drugstore	New Orleans ^d	Family Owned ^d	1905 ^d	184 total: 35 in New Orleans ^{c,d}	South East Region of US ^{c,d}
CVS Pharmacy	Drugstore	Rhode Island ^a	Publicly Traded ^a	1963 ^a	5,000+ ^a	36 States ^a
Wal-Mart	Drug & Discount store	Benton AR ^a	Publicly Traded ^a	1962 ^b	4,551 ^a	10 Countries ^a
Judice Inn	Hamburger Stand	Lafayette LA ^{ab}	Family Owned ^{ab}	1947 ^{ab}	One (Remain in original location) ^{ab}	Lafayette LA ^{ab}
Bud's Broiler	Hamburger Stand	New Orleans ^{ab}	Privately Owned ^b	1952 ^{ab}	12 total ^{ab}	New Orleans Metro Area ^{ab}
WhataBurger	Hamburger Stand	Corpus Christi TX ^{ab}	Family Owned ^{ab}	1950 ^a	670 total ^{ab}	11 States and Mexico ^a
Sonic Drive In	Hamburger Stand	Shawnee OK ^{ab}	Publicly Traded ^a	1959 ^a	3,000+ ^a	35 States and Mexico ^a
Burger King	Hamburger Stand	Miami FL ^{ab}	Publicly Traded ^a	1954 ^a	11,100+ ^a	Global ^a 66 Countries
McDonald's	Hamburger Stand	Oak Brook, Illinois ^a	Publicly Traded ^a	1955 ^a	30,000+ ^a	Global ^a 119 Countries
Taco Cabana	Tex-Mex Prepared Food	San Antonio, TX ^{ab}	Privately Owned ^b	1978 ^a	140 stores+ ^a	4 States ^a
Taco Bell	Mexican Prepared Food	Irvine, CA ^{ab}	Publicly Traded ^a (Subsidiary of Pepsi Co)	1962 ^a	6,078+ ^a	Global ^a 17 Countries
McKenzie's	Bakery	New Orleans ^c	Privately Owned ^c	1925 ^d	39 total ^d	New Orleans Metro Area ^{a,d}
Brocato's	Ice Cream, Confectionery	New Orleans ^{bcd}	Family Owned ^{bc}	1905 ^{bcd}	One (Relocated from French Quarter to Mid-City in 1981) ^{a,c,d}	New Orleans ^{a,c,d}
Baskins Robbins	Ice Cream, Confectionery	Est. in Glendale, CA Now based in London ENG ^a	Publicly Traded ^a Franchise	1946 ^a	10,000+ ^a	Global ^a Australia, Canada, Russia, England, Germany, Egypt, Dubai, India, S. Korea
Café du Monde	Coffee shop	New Orleans ^a	Privately Owned ^b	1864 ^{abd}	64 total ^a : 8 (LA) + 56 (JN)	LA and Japan ^a
Morning Call Coffee	Coffee shop	Metairie LA ^a	Privately Owned ^b	1864 ^{abc}	One (Relocated from French Quarter to Metairie in 1974) ^{b,c,d}	Metairie ^{bcd}
PJ's Coffee	Coffee shop	New Orleans ^a	Privately Owned ^{ab} Franchise	1978 ^a	53 total ^a : 36 in LA	Eastern Region of US ^a
Starbucks	Coffee shop	Seattle WA ^a	Publicly Traded ^a	1971 ^a	6,000+ ^a	Global ^a 37 Countries
Bad Ass Coffee	Coffee shop	Salt Lake City UT ^a	Privately Owned ^{ab} Franchise	1989 ^a	58 total ^a	US, Japan, Korea ^a
Mello Joy Coffee	Coffee shop	Lafayette LA ^a	Privately Owned ^b	1936 ^a	4 total ^{ab}	Lafayette Metro Area ^{ab}
Conn's Appliances	Appliance/ Electronic store	Beaumont TX ^a	Publicly Traded ^a	1890 ^a	55 total: 49 in TX, 6 in LA ^a	TX and LA ^a
Best Buy	Appliance/ Electronic store	Richfield MN ^a	Publicly Traded ^a	1983 ^a	742 total ^a	USA & CAN ^a
ApplianceWorld	Appliance/ Electronic	Denver CO ^a	Privately Owned ^b	2006 ^a	Five stores ^a	Denver Metro Area ^{ad}
Mr. Binky's Adult Shoppes	Adult entertainment	New Orleans ^b	Privately Owned ^b	2002 ^b	Four stores ^{b,d}	New Orleans Metro Area ^{bd}

Sources compiled from (^a) Company websites, (^b) telephone calls/ visits, (^c) *Times-Picayune* articles, (^d) archives/ written references. See Appendix L for complete list of sources.

Having internal records of two businesses would have allowed additional data comparison and triangulation. Instead Hurricane Katrina disrupted the process of getting the archives to UNO; hence this study progressed using only K & B Archives. As well, Schwegmann's was not included in this study because of the potential that any work performed towards bringing their records to UNO might sway the author. Besides pursuing Schwegmann's archives, McKenzie's Bakery company records were also pursued. Their records are permanently filed with the Bankruptcy Clerk in New Orleans Courthouse and at this time not accessible to the general public. This information was assessed through two emails correspondence hence the connection between the author and McKenzie's is not thick enough to merit exclusion from the study. All in all, only K & B Archives are accessible for public examination.

The data set of this study comprises of five grocery stores, four drug stores, eight prepared food businesses, three confectioneries, six coffee shops plus three appliance stores and an adult entertainment store. The data set is listed on the prior page in Figure 6. On the far left column the business names are listed. The next column lists their type of business, from grocer to adult entertainment. Where their headquarters is based and whether they are family-owned or publicly traded are listed in the middle two columns, with year established, number of stores and locations as the columns on the right.

Qualitative observations noted Wal-Mart, CVS Pharmacies, McDonald's, and Starbucks do not tend to have deep, focused ownership roots within the community (and yet their stockholders live within *some* community, somewhere), and using Ritzer's (2004) continuum wording they are non-referential to time and can be the classic bureaucracy, hence de-humanized. Following this reasoning, the iconic sum index values for Café du Monde, Baskin Robbins, Whole Foods, and Albertsons become a bit more complex and more interesting

because generalized pattern matching becomes more difficult. For example, when General Sherman marched through Atlanta in 1865, Café du Monde Coffee Stands had already been serving coffee au-lait and beignets for one year (Café du Monde 2005), so logic dictates they be assigned a higher ‘Timeless’ value. Recently they expanded their eight locations from the New Orleans/ Baton Rouge area to include fifty-six (56) Coffee Stands throughout Japan. With their operations expanding to other countries it is easy to presume them losing the local-boy-done-good ranking. Their overseas expansion would also impact their cumulative index value.

Additionally, Whole Foods is an Austin-based natural/organic grocery store. It not being locally-based in New Orleans should instantly negate the business from scoring high on Ritzer’s Local Geographic Ties. However when the Whole Foods store on Esplanade Drive, New Orleans, announced its closing, a grassroots steering committee of local residents was established to facilitate the exchange between residents and Whole Foods corporate office. All in all, these complex cases elicit insights for the research question of index values. For micro-level data analysis, data was gathered from newspaper archives, interviews, and websites in addition to personal observations from visiting business locations.

Newspaper and Other Data Sources

Through qualitative research, emotional assignment from people towards many of these retail businesses was observed. From two interviewee’s recollecting their walks with dad to the drug store for ice cream, to parents’ appreciation of the toy section being readily accessible for their kids, the emotional attachment to businesses was noted. Even New Orleans resident, Justin Schmidt (King and Darce 1998) echoed emotions when talking about attending a garage sale of K & B logo-ed merchandise, “I wanted to get something to remember K & B by.” When talking about K & B closing, another satisfied customer said, “It’s just one more piece of New Orleans gone” (ibid.). This paper does not discount emotional attachment to businesses but surveying of

one's emotional assignment is not the focus of this research. Rather the inclusion of this qualitative data is to evident people's use of symbolic interactions to express their emotional assignment toward businesses. As well, intergenerational transfer of values and emotional assignment is noted. Through these vignettes this research observed people having assigned a *Sense of Community* (McMillan and Chavis 1986) to the extent that businesses became their cultural icons via emotional assignment.

The paper of record for New Orleans is *Times-Picayune*. It plus its predecessor (*The Daily Picayune*) provided archival access to documented stories relating to many of our cases. Archival analysis was performed to assess for Café du Monde advertisements or stories on December 13, 1864, the same year they opened. That was unsuccessful. Instead Page 4 lists the advertisement for Mrs. M.M. Waldo's grocery store on Magazine Street with items such as Choice Rio, Laguyra and Java coffee "on hand" for sale.²⁴ Secondary assessment for February 9, 1865 (the year after Café du Monde opened) supports no advertisements or news stories discussing Café du Monde. And while there were postings for gonorrhoea cures and rat extermination, there were neither human interest stories nor postings for coffee houses. The wholesale druggist, G.N. Morison seems to be the closest to our current-day drugstore. His full-column advertisement on Page 2 lists having 20 kegs of refined saltpeter, 100 pounds of chloroform and 50 gallons of Pure Bay Rum "on hand and coming in store." He also carries paints, turpentine, paint brushes, and "Dr. Abernathy's Detergent-the Infallible Remedy for gonorrhoea," pure brandy for medicinal purposes and Morison's Invigorating Bitters for night sweats and diarrhea. Additional archival analysis of the March 3, 1865 edition continued to not mention Café du Monde instead G.N. Morison carried the same full-column advertisement as in the February 9th issue. Sam. De Bow & Co, a wholesale and retail grocer had a full-column

²⁴ The paper also listed the article, "Latest From Sherman- He is within forty miles of Savannah."

advertisement (Page 3) discussing his staple and fancy groceries and announcing he was, “Now receiving by almost every arrival from the North and West, a fresh and well selected stock of Groceries. Suitable for wholesale and retail grocers, army butlers, trade stores, bar stores, boat stores, army and navy messes, plantation supplies.” Brand naming had not occurred and his produce was listed as “Fresh peaches, fresh blackberries, fresh strawberries, fresh tomatoes,” no mention of Del Monte or Driscoll. As well, no prices were listed. The historian Strausser (2004) states that most store transactions at that time were formatted with the customer telling the grocer or druggist what they wanted, and the employee converting the verbal command into a fetched product. As well, theme-ing plus product line extensions were non-existent.

As mentioned earlier, a more recent *Times-Picayune* article examined the closure of Whole Foods Market including a photograph of “a funeral wreath pinned outside the closed Whole Foods Market” (“Canned Foods” 2005). This behavior evidences a symbolic gesture initiated by a person to acknowledge the end of a relationship. More intriguing is that whoever brought the wreath to Whole Foods either, spent time to craft the wreath or paid money to buy the wreath. They then brought the wreath to the business and hung near their doors. At minimum, this is a moderate-level of emotional attachment towards a business. As mentioned prior, participant observation was performed with the neighborhood steering committee formatted to interface with Whole Foods CEO. The observations recognize that these people were motivated enough to form and attend neighborhood group meetings at a church. A task brought forth in these group meetings was to form a neighborhood steering committee. The steering committee was established to provide a unified voice during interfacing with the president of Whole Foods (John Mackey). The author was a member of that steering committee and attended all of their weekly meetings.

Company annual reports, websites and the telephone provided access to data. In addition, access to second or third generation business-owners also occurred through those same sources. Louisiana Business Directory, 2004 edition and Polks Directory provided reference data on businesses. Business information was also listed with Better Business Bureau. Since country count was not listed on Baskin Robbins webpage, “Baskin Robbins” and a country name was typed into *Google* search engine. Search engine results were then read to confirm a qualitative story about Baskin Robbins had been authored. Mapquest was used to confirm Taco Cabana’s four-state region. Same procedure to access human interest stories of Starbucks overseas. All stores except Brocato’s and Mr. Binky’s were visited by the author. Newspaper photographs plus eyewitness accounts were used to triangulate transaction information for these two locations. The archives of K & B Drugs were also available from the Special Collection and Archives at UNO’s library.

K & B Archives

After Mr. Sidney Besthoff III retired, he donated papers from his personal office at K & B Drugs to the Earl Long Library on University of New Orleans campus. His donation provides an opportunity to view inner workings of an icon from the business side of things. The 9 linear feet of K & B Archives were papers from Mr. Besthoff’s office which discussed K & B Drugs financial goals, Policy & Procedure hand books, labor cost and turn-over analysis, and hiring policies.

K & B archives are located at University of New Orleans, Lakefront Campus, New Orleans, LA. These records are stored on the third floor of the library and were not damaged by the hurricane. While the benefit of primary document analysis is that documents are official representations of events, concurrently it must be noted that materials may be incomplete, inaccurate and potentially unofficial. Having recognized those limitations, K & B Archives can

provide business insights which can be assessed against other businesses. Hence this study begins by deconstructing K & B Drugs.

Chapter 4 Deconstructing the Icon of K & B Drugs

The pattern matching for this study is premised with the fundamental question, “Why is it that K & B Drugs is an icon and Wal-Mart (or CVS Pharmacy) is not generally viewed as a local cultural icon?” If both businesses facilitate a connection from individual towards group through time, place, and transaction; then is the difference between these two businesses the assigned emotion-based value of Wal-Mart and its cost-effective facilitation of product to consumer compared to the emotion-based evaluation of K & B Drugs as a local cultural icon which employed “...those nice K & B ladies” (Landry 1977). Specifically, how do businesses entice people to assign emotional-based value to them, while at the same time keeping an eye on the bottom line.

One page in K & B’s *New Store Handbook* (1996, p. 110) lays mention to K & B Drugs *Interviewing & Hiring Guide* entitled, *Our People Make the Difference*. And this difference seems to have been noticed by New Orleans residents. “Who can forget...those nice K & B ladies...?” asked Landry (1977) and yet the answer to this added value lies in the pages of *K & B Rule Book* (1996). A part of all cashiers and salespersons responsibilities was to smile and greet all customers entering into their store and to confirm customers “Are promptly and properly served.... [and customers] leave store satisfied” (*K & B Rule Book* 1996). The handbook was specific to the point that a cashier’s main job responsibilities were: “CUSTOMER SERVICE” and “ringing up sales” (ibid. p. 325 backside). Their employees continued to make a difference by saying, “Thank You for Shopping at K & B,” after all transactions, as part of K & B’s Greet, Serve, and Thank Program (ibid. p. 325). From Landry’s mention of nice K & B ladies, it seems customers perceived this niceness as something more than what they deserved.

But there is more to having nice K & B ladies than telling them to smile and greet all customers. Additionally K & B manuals discussed how to hire personnel who were more amicable towards facilitating satisfactory customer service. The *Personnel Manual* (1995) lists selection guidelines for hiring:

- Maturity (immature people are difficult to train and supervise).
- Aptitude (can individual learn the job?).
- Customer oriented personality (deal with people easily).
- Accepting personnel with any of the above lacking reduces the chances of success.

Additionally, the list of “Interviewing and Hiring ‘Do’s and Don’ts” (*Personnel Manual* 1995) discusses on the Do list:

- Determine if applicant has a “customer oriented personality.”
- Primary factors to be considered for employment include integrity, stability, work experience, and maturity and educational background.

These guidelines facilitate hiring people qualified to bring added value to the sale in order to have the customer believe they are receiving more than they think they deserve. Furthermore, newly hired store employees received a handbook which discusses Customer Service-the K & B Way and store employee responsibilities (*Store Employee Handbook*, nd, p. 321, 335 Bold in original):

- You are expected to **GREET** every customer in a friendly, helpful manner.... You should always be ready with a smile and a greeting for them.
- You are expected to **SERVE** every customer in a courteous manner. You must sincerely let each customer know that you want to assist them any way possible.
- You are expected to **THANK** every customer for shopping at K & B, and for selecting your store over those of our competitors. Each customer deserves an expression of our appreciation for their choosing to shop with us.

As specified, violation of certain policies may result in **IMMEDIATE** dismissal **WITH** or **WITHOUT** prior warning.

- It is your responsibility to greet each customer in a friendly manner and to thank the customer for shopping at K & B after each sale.
- You are expected to treat all customers and other employees in a civil and courteous manner, regardless how they treat you.

Though use of a carrot and stick combination, people with a propensity towards helping others were hired concurrent to their job responsibility requiring employees to provide a positive experience for K&B customers. So K & B courtesy and smiles added enough value to the shopping experience to report tentative net sales of \$603,947,384 (*K & B Forecasted Income Statement 1997*).

In 1962 Milton Friedman said, "...There is only one social responsibility of business—to use its resources to increase profits..." Businesses are in business to be in business and K & B Drugs was no exception. For the Louisiana market area, K & B Drugs had a goal of having 1% market share of retail sales (Besthoff 1995) and records show they had maintained their goal since at least 1982. They had consistently been over 1% market share of retail sales, with a statewide market share of over 25% of total drug store sales. While the statewide market share was impressive, their New Orleans metropolitan service area market share for total drug store sales ranged from 46-30% (1977-1992, respectively). Overall they attained their sales goals and carried a large share of the New Orleans metropolitan drug store market. The key to K & B's success was always location and stock (Thomas 1997), but further examination of their market share provides insight to explain why customers continued to shop at K & B. Since K & B Drugs was able to maintain their sales goals, it seems their customers continued shopping at K & B Drugs because when compared against the alternatives (i.e., K-Mart, Walgreens), they

believed these alternatives did not provide them with as much as K & B Drugs (Thibaut and Kelley 1959).

And it wasn't just product or price value consumers were buying, because K & B managers had authority to meet competitor's prices (*K & B Rule Book* 1996). Rather customers were buying products plus the K & B experience. And this experience was a satisfying one, to the tentative tune of \$603,947,384 in annual net sales for 1997 (*K & B Forecasted Income Statement* 1997). King (1997) mentions, "... smaller retailers... offered sale prices but always prided themselves on service." So it would seem the K & B experience was service based.

Through adding service value to the product, K & B Drugs was able to continue with their market share in the metropolitan New Orleans area. Surprisingly enough, this value-added or experience was accomplished through standardization, memos, and handbooks which formatted policies from opening new stores to policies on advertisement placements (*New Store Handbook* 1996). And yet through standardization of providing smiles, greetings, and thank-you's to form relationships with customers, K & B Drugs was able to use their purple company color to bring in the gold and become identified as a New Orleans cultural icon.

While heralded as being a unique business, K & B Drugs utilized the same standardization formatting as their national counterparts. From required licenses and permits to the placement of K & B Credit Card and Money Order decals on entrance doors, K & B Drugs had policies for just about every concern. Policy and procedure handbooks were not new to K & B Drugs because some of these policies identified themselves as updates of previous policies (*New Store Handbook* 1996, pp. 25, 42 backside). This supports Kells (1995, italics in original, bold added) premise that handbooks, "provide an infrastructure of *procedures* and attitudes about quality assurance; a strong response to the needs of the client; and enhanced effectiveness

in the processes and outputs of the *organization.*” Additionally from this it is recognized that all exchanges are not equal.

Exchanges aren't Necessarily Equal

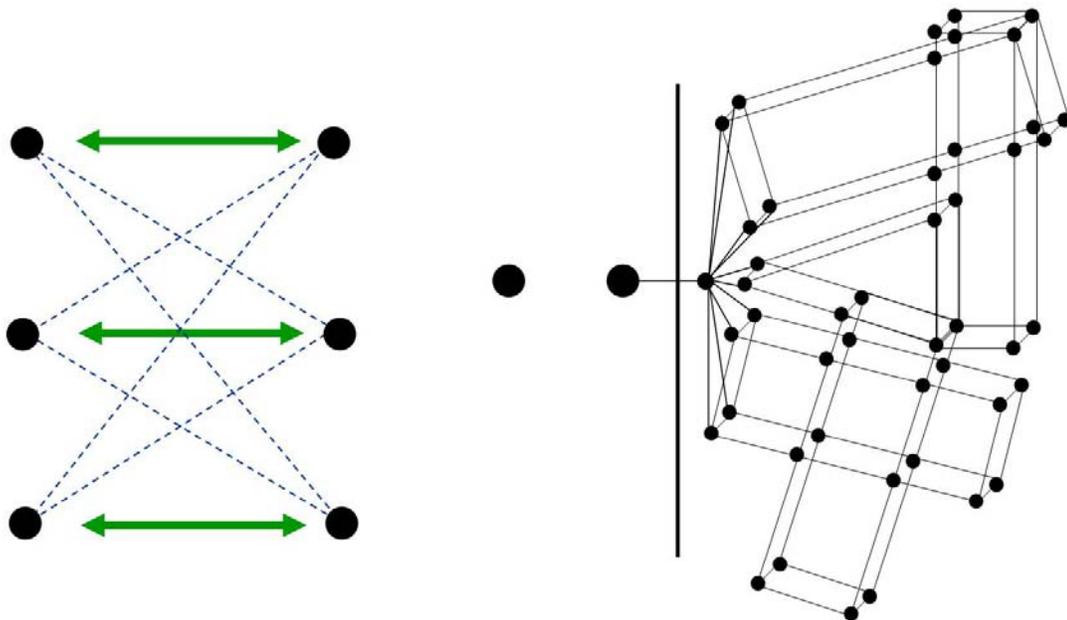
From game theory, Von Neumann and Morgenstern (1947/1944) identified two types of interaction which can occur. These are equal (=) or unequal exchanges (> or <). See Figure 7 on the following page. The left image has solid green exchanges as equal exchanges, with blue dotted exchanges to display unequal exchanges, such that there are three equal and six unequal exchanges displayed.

However, further examination of an equal exchange identifies that people can have a truly equal exchange or they can have an unequal exchange (> or <) based on the unveiling of power and whether the relationship between each party is give/give, give/take, take/give, or take/take. As such, the above right image displays two actors in an even exchange. The actor on the far right is a business focused on taking money in the most cost effective way from the consumer (Friedman 1962). As well the business presents as giving in this equal exchange, because it greets, and is friendly, courteous, and helpful to customers. At the same time this clerk has a multidimensional network behind it (i.e., Marketing, accounting, public relations, etc) which hedges the transaction in the business's favor because of more oblique complex networks. This results in the transaction skewing more towards taking than giving because of those oblique complex networks being hidden from consumer's view. Be it the power of geography (Diamond 1996) or complex organizations (Perrow 1986) it is recognized that power impacts exchanges. And this power impacts the exchanges between customers and employees. As such, it is recognized that equal exchanges therefore carry less than 1.0 internal probability with the odds skewed towards those with greater power. One way to measure this power is by

asking two questions: Who initiates the transaction, and who invests more energy into the transaction.

While the superficial façade of equality is present, it seems equal exchanges aren't necessarily equal. Employee and Policy & Procedure handbooks skew how businesses present themselves through their employees to the public. Businesses focus is always on the bottom line, with varying degrees of transactional equality occurring.

Figure 7: Equal and Unequal Exchanges/ Transactions.



Source: Author.

K & B Archives evidence standardization of employee behaviors to the extent that same transactions should occur no matter what the store location. And these mandated behaviors impacts what is observed through consumer's eyes. Without knowledge of these policy and procedure handbooks requiring employees to greet customers as a job requirement, consumers could believe K & B happened to employ very friendly people. And while businesses with

single locations tend to have more flexibility within the parameters of standardized behaviors, it seems as the number of business locations plus employees increase, then an increase in standardized behavior occurs. So in addition to K & B Drugs having locations scattered throughout the southeast, through the use of their handbooks they have begun to standardize transactional behaviors within those cities. Hence the regional expansion and economic development of K & B Drugs facilitates regional standardization.

The duality of K & B Drugs being a business focused on making a profit while also fawned with praise and recognition of being a local cultural icon is not unobserved in this paper. In that businesses which have been in one place for many years, performing the same interactions, their cultural icon score will be higher than businesses which have newly opened, have many locations, do not carry the same symbolic interaction consistency within their transactions, and are in-consistent with products they sell. Older businesses facilitate more of a connection to the past, locational integrity is retained with single-site businesses, and consistency in transactions allow for social connection through duplication of events. As such, sprawl and cultural icons becomes an economic development issue. But transactions are only one dimension this study is examining. With this in mind, qualitative findings were also observed.

Preliminary Research Findings

The first data set assessment is qualitative using concept mapping and matrix coding in a cross-case meta-matrix analysis (Coffee and Atkinson 1996, Miles and Huberman 1994). Qualitative observations provide preliminary findings as follows:

- A primary drive within the individual is to continue the unfeigned collective weave to the social via transactions. This can be done through time and/or

place. The time connection carries more weight, less so with place. Rather place is an indicator of change (horizontal organizational growth).

- Businesses happen to fulfill the role as both the process used to connect individual to society and as the end result which connects the individual to society. And in fulfilling both roles, businesses have the potential to become local cultural icons.
- Icons will only occur if certain conditions are met. Throughout all of the business's exchanges with individuals, if and only if an individuals' perceived responses from the agreed exchange level are consistent and equal to or more than anticipated levels of perception will icons then occur.
- The local cultural icon level of businesses diminishes in value as they expand horizontally. They become less of an icon to the locale. Increasing both the store numbers as well as land coverage of businesses requires increased standardization of both process and positions.
- Overall, if icons are consistent in their behavior and yet falter through time, it is because they no longer reflect the values within current society. Specifically they have become less of an icon for those people.
- When icons continue to succeed throughout the years, one contributing factor is their product mix. Their product mix has to provide concise solutions to their surrounding community. The solutions can be varied and provide differences in degree.
- An additional factor contributing to successful businesses over the years involves the people employed by those businesses. As management and labor

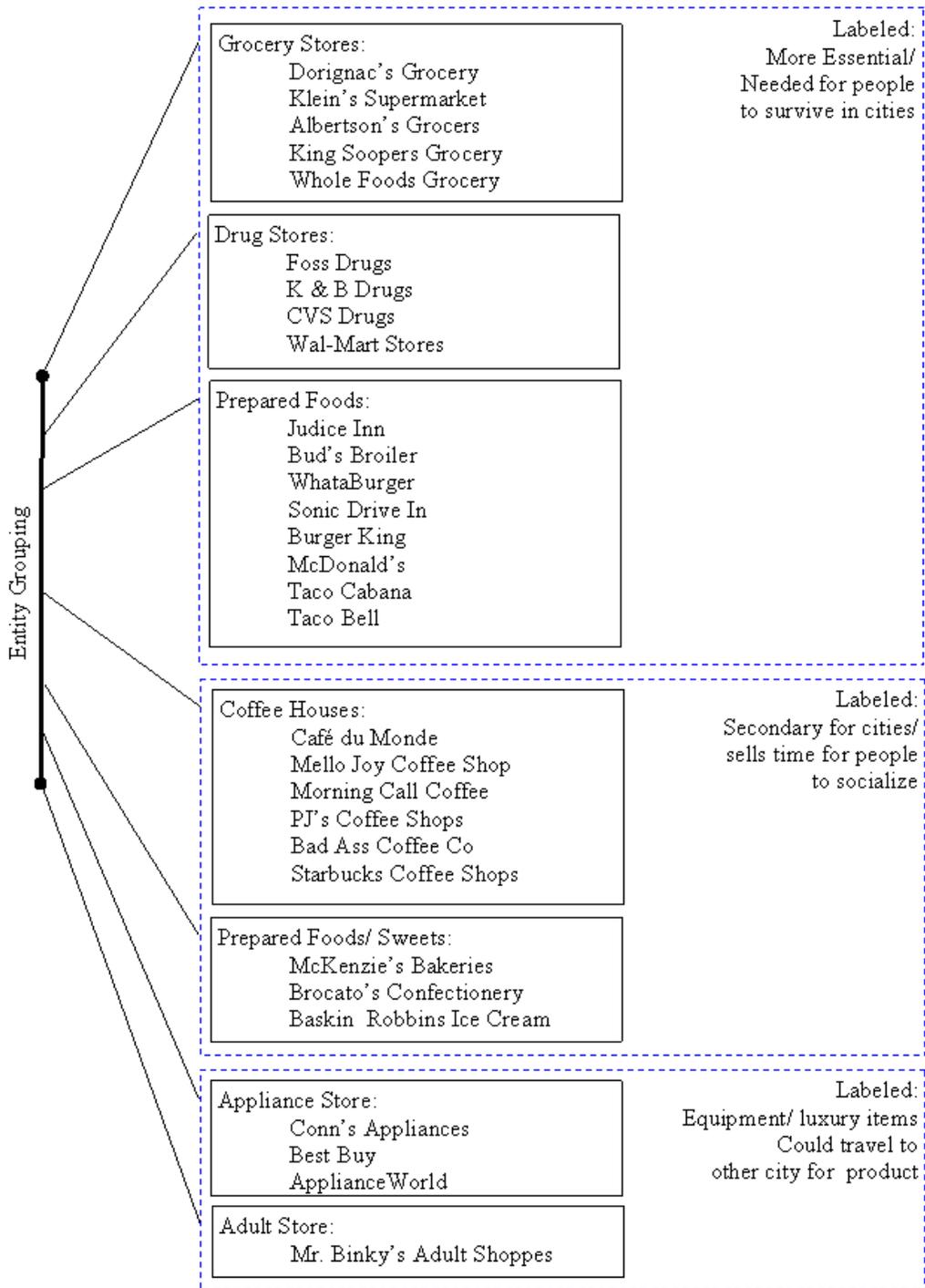
are primarily from within the same tightly-bound place as the store, the more likely a business will become a local cultural icon.

- When the main product line for businesses is cutting edge consumer technology, then the businesses decrease or disunite their connections to the collective weave. Consumer technology tends to decrease people's contact with each other; hence technology has a propensity on the whole to interrupt one's multi-dimensional contact to the group.
- People notice internal consistency disruptions within icons. While they may not connect the dots, people do observe the micro-level changes.
- And, there is a relationship between both horizontal and vertical growth with impression management/ public image veneer because the social connection between business owners and customers becomes less direct.

Those observational findings provide extra insights towards the primary task of formatting an index to quantify businesses as markers of urban culture. At this point, the author's research focuses on quantifying a scale in order to use businesses as symbols of urban culture, hence providing a tool towards measuring urban morphology. Prior to values being combined, each dimension is assessed via qualitative observations. The first dimension measured is Entity, followed by Place, Time, Exchanges, ending with Consistencies.

Within the first dimension, the thirty cases were categorized into seven different Entity groupings with five Grocery Stores, four drug stores in the Drug Store category, and eight prepared food vendors in the first group. Six Coffee Houses and three Sweets businesses are listed in the second group, and the last grouping has three Appliance Stores and one Adult Shop. Figure 8 on the next page lists this classification. The median group is Prepared Foods and mode is Prepared Foods.

Figure 8: Entity Grouping of Data Set.



Source: Author.

As discussed earlier each dimensions measurement method was chosen specifically for the task. For example, the ordinal ranking of businesses is based upon Maslow's Hierarchy of

Needs, Tönnies' discussion of materialist societies, and Oldenburg's examination of businesses which sell socializing. This was triangulated with the authors' observations of New Orleans post-Hurricane Katrina compared against various levels of urban development and interviewed participants. As well, the level of engagement points in the socialization process provided finishing insights for ranking the businesses. Since grocery stores are absolutely necessary for city formation and survival and drug stores are relatively essential/ necessary for survival, they are both within the first category. Prepared food for workers within cities is also essential because not everyone prepares and carries their own meal, so Prepared Foods is the third group posted within this category. While confectioneries and coffee houses do not truly supply essential supplies, they do sell time to socialize, have conversations, and make the connection to social hence they are labeled Secondary in urban development. Appliance plus Adult Stores were not observed in all cities; hence a dense population of them is less necessary for group survival. As such Conn's Appliances, Best Buy, and Appliance World plus Mr. Binky's are labeled Tertiary.

Overall most of the grocery, drug, prepared foods, and sweets businesses carried people's last names in their title, such as Dorignac, Foss, Judice, McDonald, McKenzie and Conn. PJ's Coffee and Bud's Broiler both tended to carry a more casual tone based upon abbreviation and modification of traditional names. Perhaps these businesses wanted to establish more of an emotional connection between their business and product to the consumer. Within the coffee house group, linguistic assessment of their names evidences more of a trend towards global/ happy with "Coffee of the World" (translation of Café du Monde), Morning Call, or Mello Joy in comparison to one's first cup of the day being a cup of "Bad Ass Coffee."

Those first three mentioned coffee houses have a more positive connotation in comparison to the later one.²⁵

Within the Drug Store group, Wal-Mart's name carries reference to Sam Walton, Foss is the family name and as discussed earlier Besthoff is the B of K & B Drugs. In contrast to referencing family names, CVS Drugs references "Consumer Value, and Stores" (CVS 2005). For the Prepared Foods group, three businesses reference a person's name (Judice is the family last name, McDonald is the family-named business Ray Kroc bought, while Bud references a 1950s male nickname, telephone contact with employees could not verify if it was original owner's nickname. Company records confirm Glen Bell was the Bell of Taco Bell (Taco Bell 2007). Since the business began towards the end of 1950s, the founders of Sonic Drive In wanted a name intimating the atomic age and involving speed, hence the name *Sonic* (Sonic Drive In 2007). Within the Grocery group, Whole Foods and King Soopers are the only grocers not referencing a family name, rather "Whole" references the concept of entirety, being total or full, 100% with nothing added, perhaps *wholesome*. More specifically, the name implies that the business is not half or partial, rather it is whole. And this could produce doubt that their competitors *are* half or partial. King Soopers makes it clear they are the king, or top supermarket. The oldest Appliance store carried a family name (Conn's), otherwise the name ApplianceWorld relates to the English version of Café du Monde (world translating to monde) in their global connotations. Best Buy electronic stores emphasize that purchasing from them will give you not just a good purchase, but a *best buy*. Mr. Binky's seems to recognize that they are a social pariah so no need to have a quiet or bland name to hide what they are in the business

²⁵ Assessment of Starbucks name is inconclusive. It is a made-up name consisting of two words, Star and Bucks. When compared to other contrived words such as Sprint or Verizon, which project energy via running/ sprinting or coverage via distance/ horizon, clear assessment cannot be determined as to whether Starbucks is a random connection of two words or if the founders specifically wanted to blend being a star with bucks.

to sell. Two key definitions from *Urban Dictionary* (2006) list Binky as either pornography or a childhood pacifier.

But names aren't everything. Geography provides researchers with a standardized concept of ordinality-based terms (Lo and Yeung 2002, DeMers 2002) to be used in this study:

- Local- Specifically used in individual cell-by-cell calculation, with no influence from neighbors.
- Focal- For computer modeling, the model cell values are based on values of self and neighbor cells.
- Zonal- Calculation of modeling cell values are based on values in geographically defined area.
- Global- The cell value is based on all cells.

These terms are used with map algebra and in geographical calculations (Tomlin 1990, Tomlinson 2003) and are an asset when quantifying the Geography Continuum. More specifically DeMers (2002) discusses that once cells have been assigned numerical values, then mathematical functions can be applied. Hence map algebra is used to combine dimensional values for cumulative index scores. Concurrently, by applying these geographical terms to the data set continuum, this study is able to clarify business expansions by quantifying their expansion in geographical terms. By using geographically true definitions to quantify local through global, then people's relative perspectives of a business being a local icon, while it is regionally focal or zonal is overruled. For this study data set, Local is single store at a single location. And most conservatively, Focal is defined as more than one store, with the stores located within city limits. Zonal allows the greatest opportunity for increased specification because geographically defined areas can range from countie(s), to state(s), geographical regions, and countries. The coding responsibility falls on the author to define their terminology.

More important, the data set elicits to researchers how to quantify, group, and code the data. While in the truest sense of the word, Global is inclusive of all countries, for our study there are three gradients of Global.

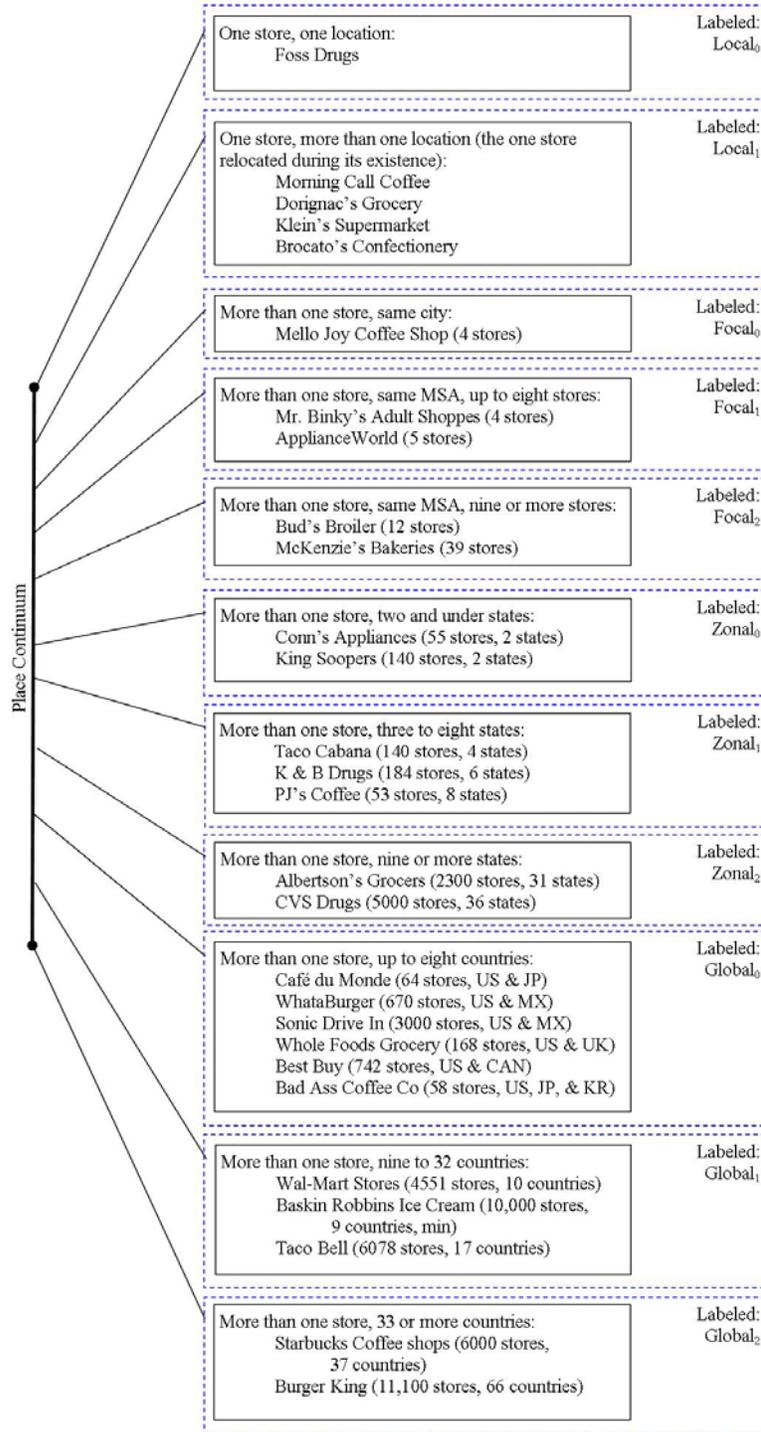
Through adapting Geography's terminology, the theoretical discussion involving place then increases in clarification through concurrent specification of business growth in numbers as well growth of place. For this data set there are two types of Local, there is Local₀ (Local with subscript 0) which is the single store at the same location (Foss Drugs and Judice Inn) and Local₁ (Local with subscript 1) in which the single store has moved since opening for business. There are four businesses labeled Local₁: Morning Call, Dorignac's, Klein's Grocery, and Brocato's Confectionery. Overall six cases are listed under the Local heading and they have the most intense spatial concentration. At the same time five businesses qualify under the heading of Focal. Focal₀ (Focal with subscript 0) has Mello Joy Coffee which has more than one store and all stores are located in the same city. Focal₁ (Focal with subscript 1) has two retailers under its umbrella. Focal₁ is defined as businesses with more than one store with all stores located within the same Metropolitan Service Area (MSA) and they have up to eight stores (Mr. Binky's Adult Shoppe, ApplianceWorld). Focal₂ is defined as businesses with more than one store, all stores located within the same MSA, and they have nine or more stores (Bud's Broiler, McKenzie's Bakeries). Premised upon state-level expansion, there are seven businesses under the Zonal heading with the heading then divided into three groups. Zonal₀ (Zonal with subscript 0) is for businesses with locations in two or less states (Conn's Appliances and King Soopers) with Zonal₁ (Zonal with subscript 1) for businesses with store locations in three to eight states (Taco Cabana, K & B Drugs, and PJ's Coffee) and Zonal₂ (Zonal with subscript 2) for businesses in nine or more states (CVS Drugs and Albertson's Grocery). And for Global there were a total of twelve businesses at this level. Recognize that in comparison to being a single

store at a single location, by being a global business their geographical concentration of transactions is diluted. Specifically, as businesses expand from a single finite point with a concentrated history of transactions at that one site into a plane of locations, that same social assignment towards businesses becomes diluted and spread out over the plane. Six businesses are listed as Global₀ (Global with subscript 0). These businesses (Café du Monde, WhataBurger, Sonic Drive In, Whole Foods Grocery, Best Buy, and Bad Ass Coffee) were in eight or less countries. The next group is Global₁ (Global with subscript 1) and these businesses (Wal-Mart, Baskin Robbins, and Taco Bell) were in at least nine countries, but less than 32 countries. The last group is Global₂ (Global with subscript 2) and Starbucks, Burger King, plus McDonalds were in 33 or more countries.

When this variable is assessed at the Local to Global level (four groups), median is the Zonal level, with mode being Global level. Additionally when this variable is assessed using subscripts (eleven groups), median is Zonal₁ (Taco Cabana, K & B Drugs, and PJ's Coffee) and Global₀ is the mode with six businesses in it (Café du Monde, WhataBurger, Sonic Drive In, Whole Foods, Best Buy, and Bad Ass Coffee). Figure 9 on the following page displays the place continuum with ordinal ranking of these businesses.

By observing where the two reference points (K & B Drugs and McKenzie's Bakeries) are located on the Place Continuum, it is recognized that McKenzie's Bakeries is closer to the top in comparison to K & B Drugs. Hence when it comes to Place, McKenzie's is concentrated within a smaller geographically-defined area in comparison to K & B Drugs. And Mr. Binky's plus ApplianceWorld are within the same Focal ranking as McKenzie's Bakeries, but they have fewer stores. So their urban presence is more concentrated. More interesting, are the two businesses within the absolutely most concentrated geographically-defined area: Foss Drugs and Judice Inn.

Figure 9: Place Continuum Listing Data Set.



Source: Author.

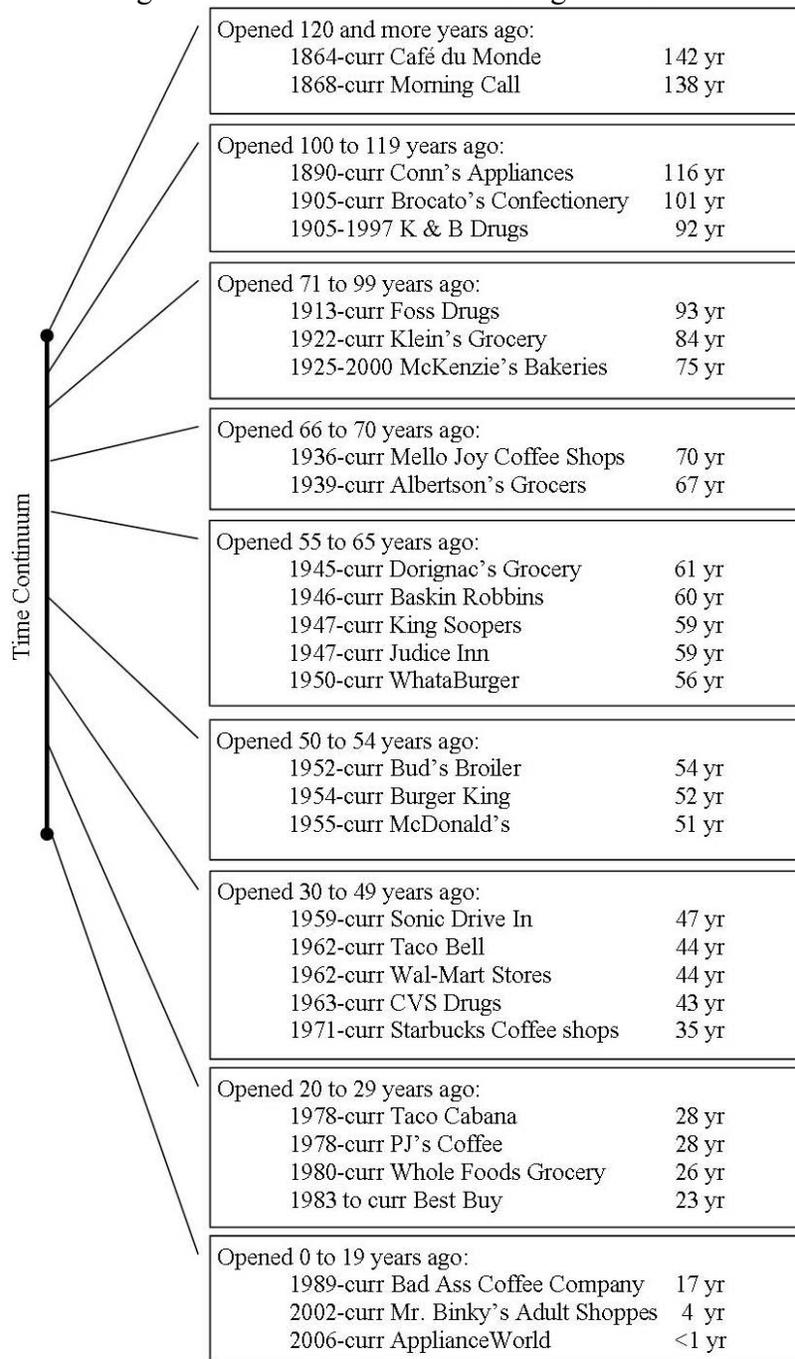
These two cases remained true to their original location site, with Foss Drugs expanding to include store space and Judice Inn retaining the same free-standing location since opening in

1947. These two businesses have the most focused history of transactions occurring at their singular locations, while in contrast the Starbucks, Burger King, and McDonald's *experience* is more diluted because one's mocha cappuccino *experience* is shared in at least 36 other countries, and the burger *experience* of Burger King is shared in 65 other countries, with your McDonald's burger *experience* being shared in 118 countries. Similarly Wal-Mart, Baskin Robbins, and Taco Bell are in at least nine countries, so their transactional experience becomes slightly more geographically-focused than Starbucks, Burger King, and McDonald's. An interesting note is half of Global₀ group expanded across the US border with prepared food crossing into Mexico, electronics extending into Canada, coffee houses went to Japan and Whole Foods expanded to the United Kingdom. While businesses have expanded globally or remained in their original site, Time also plays an integral part with their survival.

The longer a business has been open, the increased history of emotional assignment and transactions have occurred within those businesses to the point that Café du Monde coffee house has almost 150 years of transactional history with people assigning emotional value to it. In comparison, Brocato's Confectionery has a little over 100 years of transactional history and assigned emotional value, and McDonald's is a relative beginner with 50-some years of transactional history under their roofs. It's not enough that businesses are in business, rather the history of transactions are what aids in *defining* businesses as icons because that transaction is continuously repeated throughout their time of operation. And the longer a retailer has been open then the greater opportunity that inter-generational transfer, as noted from qualitative observations, come into play with grandparents and parents teaching their children the process of shopping at businesses the older set has chosen. As mentioned prior, businesses have to be open to merit continuous iconic status, so it is recognized that K & B Drugs plus McKenzie's Bakeries have closed, however without their inclusion, iconic status would not be identified.

Studies using a subsequent reference year can delete them from the data set. Figure 10 provides an overview of the data set via the Time Continuum, see below.

Figure 10: Time Continuum Listing Data Set.



Source: Author.

In contrast to Ritzer's Timeless and Time-less categories, the data set for this study is at the ratio level as well as re-categorized into an ordinal level variable with nine values. Figure 11 lists the year each business's year they opened plus how many years they have been open for business. The businesses range from less than one year to 142 years open, and the mean number year our businesses opened is approximately 1946, median year our businesses opened is 1951, with four modes: 1905, 1947, 1962, 1978, each listing two businesses opening that year. The mean number of years our businesses have been open is almost 60 years, the median number of years is 55 years and the most frequent number of years open for this data set are 28, 44, 59, and 101 years open (two businesses listed per value).

At the same time, businesses are ordinally grouped according to the year they opened, consisting of nine groups: businesses open one-hundred twenty years ago or more (both cases are coffee shops), businesses open 100 to 119 years ago (three cases), 71 to 99 years ago (three cases), businesses open 66 to 70 years ago (two cases), businesses open 55 to 65 years ago (five cases), plus those open 50 to 54 years ago (three cases), 30 to 49 years ago (five cases), 20 to 29 years (four cases) and then 19 years or less (three cases). Median group for ordinally-based time are businesses open 55 to 65 years ago and mode is the same group (with five cases in it).

When it comes to businesses being markers of time, note the overall inclusion of prepared foods post World War II. Expansion of the interstate road system, increased affluence made automobiles more affordable, plus a large volume of American soldiers observed process segmentation logistics applied during World War II. All of these factors contribute towards the introduction and expansion of prepared foods.

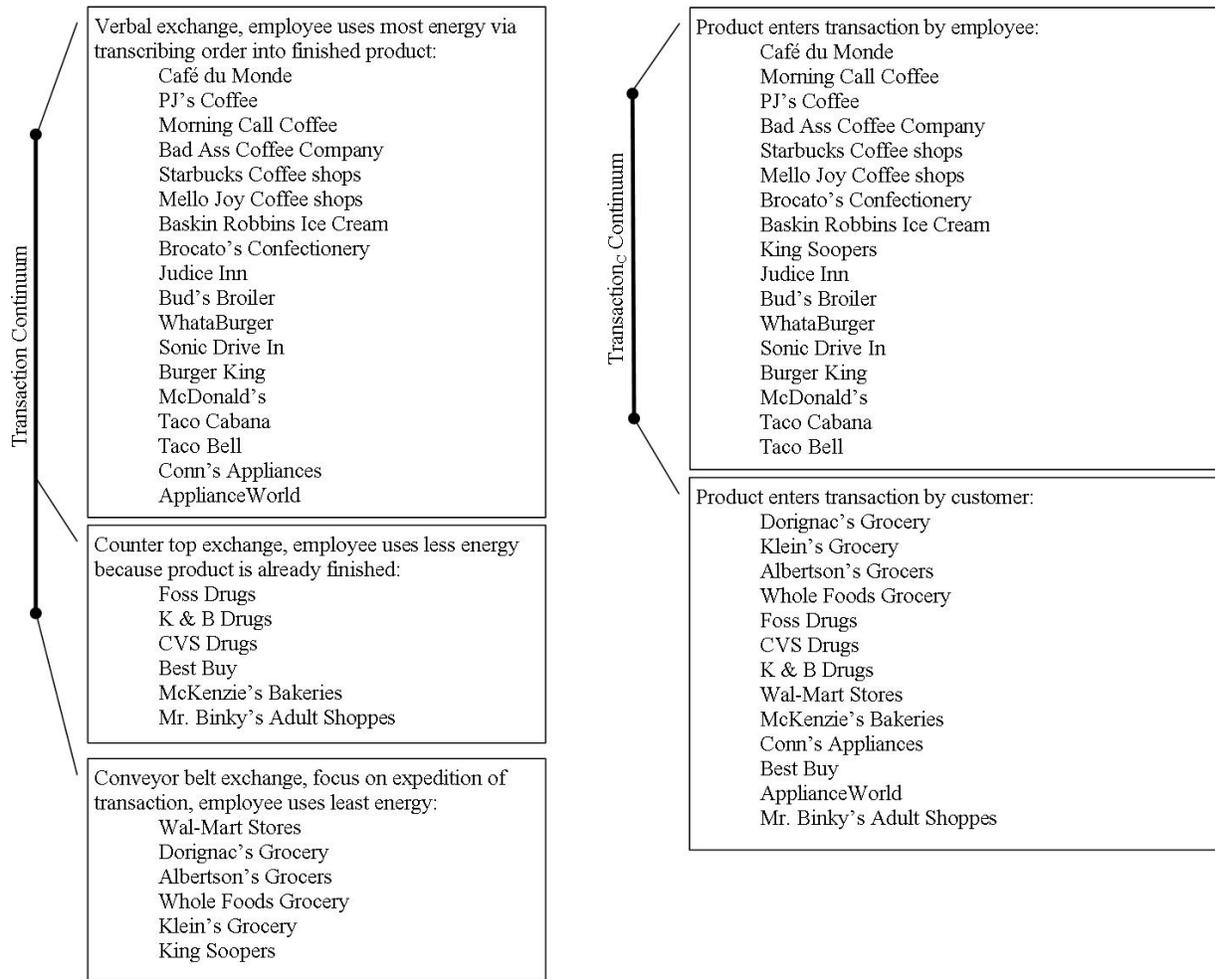
There was also a natural break between the 1864 to 1868 group and the 1890 to 1905 group with the oldest businesses continuing to serve coffee for 135+ years each. While the nation was not scoured for extreme cases to include, these first two time groups evident that

while grocery stores existed (Mrs. M.M. Waldo and Sam. De Bow & Co's grocery stores were open in 1895), these early grocery stores did not survive into the twenty-first century. The first grocery store from our data set to survive current day was Klein's Grocery, opened in 1922. Both Brocato's Confectionery and K & B Drugs opened a year before the Pure Food and Drug Act (1906).

Between the 1890 to 1905 group and the 1913 to 1925 group there was a natural break (Jenks 1977) which coordinated with the second immigrant wave starting with Foss, Klein, and McKenzie's beginning their stores. Observations did not note severe modifications of businesses opening prior or post Prohibition. Perhaps America's Great Depression in 1929 aided in causing the natural break between the 1913 to 1925 group with the 1936 to 1939 group of businesses. With not many businesses opening in early 1940s, another natural break occurred after World War II (the 1945 to 1950 group plus the 1951 to 1955 group) with a business boom beginning. Starting with Judice Inn in 1947, all burger places began within fifteen years of each other. Early Baby Boomers coupled with strong U.S. economic growth in mid 1960s fueled the success of hamburger stands, and Wal-Mart. Taco Bell was primarily based in Southern California, but the opening of Taco Cabana sixteen years post-Taco Bell speaks to the power of Mexican/ Tex-Mex influence. After a forty-five year absence of coffee house start-ups, both Starbucks and PJ's coffee opened within a few years of each other. Whole Foods is the most recent grocery addition (1980) with Best Buy and Bad Ass Coffee following shortly behind. Mr. Binky's opened three years ago and ApplianceWorld is new on the scene.

While Time is interesting, transactions also bring insights to this analysis because transactions are premised within symbolic interactions and pivot upon who initiates the exchanges plus who spends the most energy in the transaction. See Figure 11 on the next page.

Figure 11: Transaction and Transaction_C Continuums.



Source: Author.

As noted from K & B Drugs Archives it is not enough to politely greet customers, because while these standardized employee behaviors tip the balance of exchanges in favor of businesses, they also set the stage to allow transactions to occur by inviting customers into the transaction. McMillan and Chavis's (1986) formula for shared emotional connection of people comprises of two characteristics: contact plus high-quality interaction. Therefore transactions provide the most powerful connection to social. Specifically, transactions carry two pivot points: The transaction-point within each interaction when the employee becomes involved in

the exchange and the dyad contact which asks whether the employee brings product into the transaction. The more work customers perform within interactions, the more transactions have evolved into customers' reflectively selling product to themselves and less connection to the transaction. Add to this, there is a basic business transaction, an ur-exchange (premised upon Derrida's urtext) from which variations occur. This ur-exchange consists of the customer requesting an item and the clerk translating that request into a finished product.

Listed on the left side of Figure 11 is the ordinal ranking of businesses based upon the amount of energy employee's use in transactions. On the left column (Transaction Continuum), the median group is Verbal exchanges with verbal exchanges also as the mode. More specifically the Transaction continuum on the left side of Figure 11 begins with businesses having transactions as verbal orders completed by the employees transforming the oral command into a finished product. All coffee shops, prepared foods, Baskin Robbins and Brocato's Confectionery, Conn's Appliances and ApplianceWorld are in this group. In contrast the second group of businesses had transactions at the counter top. This group consists of McKenzie's Bakeries, Mr. Binky's, and Best Buy, plus all drug stores less Wal-Mart.²⁶ The third group consists of businesses with transactions at the conveyor belt. This group is all grocery stores plus Wal-Mart. With conveyor belt businesses, the customer spends their energy to unload product onto the belt. The belt brings product to employees who then initiate their part of the transaction. To the point, clerks are stationed subsequent to the conveyor belt so customers must unload their own cart. All in all, this final grouping has employees using the least amount of energy.

²⁶ The author did not visit Mr. Binky's to observe transactions rather Mr. Binky's transactions were triangulated and confirmed through separate accounts recalled by two individuals.

In addition to ranking transactions by the amount of employee's energy used in exchanges, another pivotal transaction dimension ranks exchanges upon who initiates the transaction by bringing product into the transaction. Consistency between business types is fundamental, because not all sweet-shops have employees bringing product to the act of exchange and not all grocery stores have customers bringing product to the transaction. When it came to sweet-shops, both Baskin Robbins and Brocato's Confectionery had employees bringing product to the act of sale while McKenzie's Bakeries had customers bringing product to the transaction. And for grocery stores King Soopers is the only grocery store where employees unload the carts. Based upon this difference, Transaction_C (Transaction with subscript C) assesses who brings product to the transaction. The most frequent response for Transaction_C is employee bringing product to the transaction.

But Entities, Geography, Time, and Transactions aren't enough; Consistency of businesses merits assessment. There are two consistency variables for businesses, internal consistency of businesses (Consistency_{B1} written as Consistency with subscript B1) premised upon how well businesses blend their focus or theme with their product line²⁷ and Consistency_{B2} (Consistency with subscript B2) assesses how consistent businesses are in their product line modifications.²⁸ Because businesses can extend or add product lines in order to retain their competitive edge. Theme-ing is the most germane indicator of a business's culture and product line changes reflect a business's adaptation to their environment. As well, recognize that urban theme-ing plus business theme-ing tended to be non-existent in the late 1800s, early 1900s; as

²⁷ An example of internal inconsistency would be a Weddings, Divorces, and Muffler Shop observed during a trip in Tijuana MX.

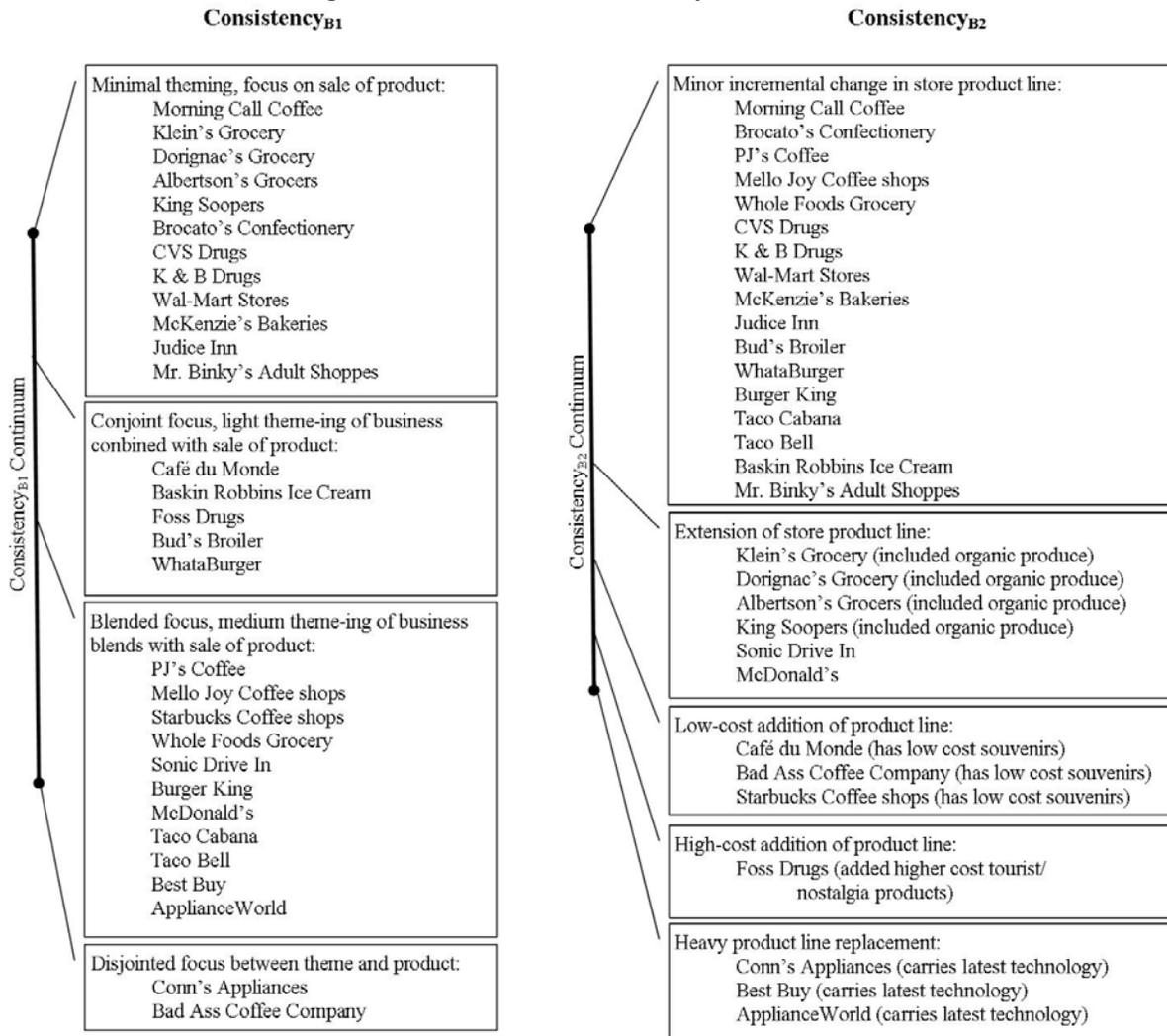
²⁸ The two variables, theme-ing and product line modifications are premised upon the interactive effects between mass culture (Lukács 1968/1922, Adorno and Horkheimer 1972, Gramsci 1975/1932, and Geertz 1973), businesses and society.

such it is a necessary dimension to include in order establishing when and if theme-ing of businesses has an impact on urban theme-ing. See Figure 12 on the following page.

Consistency_{B1} is ordinally ranked with four values. The first group of businesses is ranked 0 and has more of a focus on selling their product with subtle theme-ing or store concept branding. And while Café du Monde's minimal theme-ing could be viewed as simplistic elegance, the same minimal theme-ing at Wal-Mart could be labeled as frugal efficiency, and yet also be observed as Brocato's down-home feeling. However, while all three of those labels define the same minimal theme-ing, the emotion-base of those evaluations is recognized and is not applicable to this study. Theme-ing is an intrinsic characteristic of a business's own values and beliefs. For minimal theme-ing businesses, the emphasis is on their product with a lesser emphasis on décor. This group has twelve stores listed with most grocery stores (less Whole Foods) and most drug stores (less Foss Drugs) being in this group. Mr. Binky's also focuses on selling their product with minimal concept branding, so they are included within this group.

The second group of businesses is ranked 1 and has a conjoint blend between business and product to the extent that the sale of product is facilitated through the business concept. There is some décor theme-ing occurring but it does not over-ride the product. There are five businesses in this group.

Figure 12: Business Consistency Continuums.



Source: Author.

The next group, Blended Focus, has a joined focus on sale of the product plus theme-ing to the point that product, décor, and overall concept are premised upon a design. These businesses display a focused integration of product, packaging, and concept mixture. Eleven businesses are listed there. The last group has a Disjointed Focus, where the business concept plus product line connect poorly to the extent that concept competes with sale of product. Each of the two businesses listed have distinct disjoint concerns. Conn's Appliances sells bed mattresses as well as consumer electronics and Bad Ass Coffee has a 3 ½ to 4 foot tall Plexiglas

volcano competing with chairs and tables in the sitting area. Median for Consistency_{B1} is the second group (conjoint focus group) and mode is the first group where emphasis is placed upon selling the product (minimal theme-ing group) with twelve businesses listed.

Consistency_{B2} is ordinally ranked with five categories and it assesses product changes within the store. This dimension is primarily premised upon the format of what an original business would have carried and it can be anticipated that late 1800s or early 1900s businesses did not have product line extensions. Businesses displaying minimal product change (17 businesses) are coded 0 and businesses having product line expansions are coded 1 (6 businesses). These six cases of line-expansions are all grocery stores which added organic produce lines. Businesses in the third group have added-on low-cost product lines not related to their original premise (i.e., t-shirts, coffee mugs, beignet mixes) and all three cases are coffee shops and are coded 2. Only one business exhibited higher-cost add-on of product lines (Foss Drugs) and it is coded 3. There are three cases in the last group and it is businesses which continuously changed their product line in order to carry the latest technology (Conn's Appliances, Best Buy, and ApplianceWorld). This group is coded 4. Median for this variable is the minimal-change businesses (coded 0) and mode was also the minimal change businesses (coded 0).

The largest inconsistency in store product lines occurred in all three appliance stores, with Foss Drugs coming in as a close second. Recognize that Foss Drugs and every appliance store have chosen to modify their original product line in order to stay open and in the black. Foss Drugs sells higher-priced nostalgic items (souvenirs of the past such as refurbished old gas station pumps, pinball machines, and old car rear-ends converted into love seats) because these items blend with their overall theme-ing of *old*. Foss Drugs has old sloping wooden floors

which creak when walked over, plus they have a post office in the rear of the store. As well, one can pay their utility bills at the drug store.

Along the line of selling high-end items, appliance stores sell the most recent technology; hence their product line is continuously turning over with new models. It seems appliance stores have minimal vestiges of the past, both in product and store fixtures. Rather they focus on selling major appliances like HDTV's, microwaves, and refrigerators.

The importance of being consistent in contrast to modifying in order to survive cannot be overestimated, with both Consistency variables evidencing how businesses present themselves as well, evidencing behaviors which businesses do in order to remain open. While Conn's Appliances carried the highest scores for both variables (being the most disjointed in presentation plus selling recent technology), note that for their survival behavior all traditional grocery stores have included organic produce lines. More intriguing is overall business consistency, with seven businesses ranked 0 in both Consistency listings, hence they remain truest to their original form. These stores are: Morning Call Coffee, Brocato's Confectionery, CVS Drugs, K & B Drugs, Wal-Mart Stores, McKenzie's Bakeries and Mr. Binky's Adult Shoppes. All of these businesses focus on the sale of their product and have had minimal to light changes in their store product line. At this point it is essential to assess the dataset as a whole.

When assessing only from the geographical perspective, local is the most conservative point within the place continuum with two businesses (Foss Drugs and Judice Inn) being truly assessed as local cultural icons. This is because Foss Drugs and Judice Inn are located in one place and have not relocated from that original location. At the same time while Morning Call, Dorignac's, Klein's, and Brocato's all are one-store operations, they relocated to a new address so by the strictest definition of local, they do not qualify as local. But by applying a more

generalized interpretation of local which includes all businesses having only one store no matter the geographic history, then these four businesses are also included as examples of local cultural icons. As discussed earlier, place is not the only dimension to measure businesses rather the number of years these stores have been open, what they've done to remain in business and transaction characteristics all contribute toward a cumulative score which assesses how much growth and change has occurred within businesses. See Figure 13 on the following page.

Comparing this study to one which would have surveyed people to rank businesses according to their cultural icon value, icons then most likely Mr. Binky's would be ranked towards the bottom of the list, perhaps lower than Wal-Mart and Starbucks. But the research dimensions of this study ranked Mr. Binky's (circled above in red) in the top half of the data set. And this merits being addressed, because Mr. Binky's was included as a spike. As well, this elicits the need to discuss the impact of one's personal culture, or values, upon evaluating businesses. All in all, at least three businesses adapted to the surrounding belief systems of their residents in order to survive: Mr. Binky's, Bad Ass Coffee, and K & B Drugs. Mr. Binky's is legally restricted from locating within 1000 feet of school grounds, the corporate office of Bad Ass Coffee is located in the heavily Mormon populated city of Salt Lake City UT²⁹, and K & B Drugs listed operating procedures necessary for store managers to conform with state/ county Blue Laws (New Store HandBook 1996, Pp. 25 & 26). As such when the application of belief systems (i.e., religious or legal) is removed from these businesses their outlier behavior is recognized as adaptive survival to their environment.

More important while culture's roots maybe geographical in nature, culture itself is the heartfelt beliefs all people have hence social research needs to address the inclusion of Belief

²⁹ Strict Mormons do not consume caffeine nor use potentially offensive language. Bad Ass Coffee corporate office confirmed company ownership by Mormons.

Systems as a unit of analysis within the human dimension (expanding the total number of dimensions to six) because all three outliers supports the existence of a continuum of belief

Figure 13: Dataset with Dimensions.

	<i>Business Type</i>	<i>Place Continuum</i>	<i>Time Continuum, ordinal ranking</i>	<i>Transactions</i>	<i>Transactions^c Who brings product to exchange</i>	<i>Consistency^{a1} Themed Level of Business Concept</i>	<i>Consistency^{a2} Line Additions and Extensions</i>
Foss Drugs	Drug	Local ₀	2	Counter top	Employee	Light Theme	High cost souvenirs
Judice Inn	Food	Local ₀	4	Verbal	Employee	Focus on product	Minimal addition
Morning Call	Coffee	Local ₁	0	Verbal	Employee	Focus on product	Minimal addition
Dorignac's	Grocery	Local ₁	4	Conveyor belt	Customer	Focus on product	Organic products
Klein's	Grocery	Local ₁	2	Conveyor belt	Customer	Focus on product	Organic products
Brocato's	Sweets	Local ₁	1	Verbal	Employee	Focus on product	Minimal addition
Mello Jey	Coffee	Focal ₀	3	Verbal	Employee	Blended focus	Minimal addition
Mr. Binky's	Adult	Focal ₁	8	Counter top	Customer	Focus on product	Minimal addition
ApplianceWorld	Appliances	Focal ₁	8	Verbal	Employee	Blended focus	Latest technology
Bud's Broiler	Food	Focal ₂	5	Verbal	Employee	Light Theme	Minimal addition
McKenzie's	Sweets	Focal ₂	2	Counter top	Customer	Focus on product	Minimal addition
Conn's	Appliances	Zonal ₀	1	Counter top	Employee	Disjointed theme	Latest technology
King Sooper's	Grocery	Zonal ₀	4	Conveyor belt	Employee	Focus on product	Organic products
Taco Cabana	Food	Zonal ₁	7	Verbal	Employee	Blended focus	Minimal addition
K & B Drugs	Drug	Zonal ₁	1	Counter top	Customer	Focus on product	Minimal addition
PJ's Coffee	Coffee	Zonal ₁	7	Verbal	Employee	Blended focus	Minimal addition
CVS Drugs	Drug	Zonal ₂	6	Counter top	Customer	Focus on product	Minimal addition
Albertson's	Grocery	Zonal ₂	3	Conveyor belt	Customer	Focus on product	Organic products
Café du Monde	Coffee	Global ₀	0	Verbal	Employee	Light Theme	Low cost souvenirs
WhataBurger	Food	Global ₀	4	Verbal	Employee	Light Theme	Minimal addition
Sonic Drive In	Food	Global ₀	6	Verbal	Employee	Blended focus	Line extensions
Whole Foods	Grocery	Global ₀	7	Conveyor belt	Customer	Blended focus	Minimal addition
Best Buy	Appliances	Global ₀	7	Counter top	Customer	Blended focus	Latest technology
Bad Ass Coffee	Coffee	Global ₀	8	Verbal	Employee	Disjointed theme	Low cost souvenirs
Wal-Mart	Drug	Global ₁	6	Conveyor belt	Customer	Focus on product	Minimal addition
Baskin Robbins	Sweets	Global ₁	4	Verbal	Employee	Light Theme	Minimal addition
Taco Bell	Food	Global ₁	6	Verbal	Employee	Blended focus	Minimal addition
Starbucks	Coffee	Global ₂	6	Verbal	Employee	Blended focus	Low cost souvenirs
Burger King	Food	Global ₂	5	Verbal	Employee	Blended focus	Minimal addition
McDonald's	Food	Global ₂	5	Verbal	Employee	Blended focus	Line extensions

Source: Author.

values. However the focus of this study is to establishing an index for urban globalization by using businesses, not assessing the application of belief systems to capitalism.

Re-constructing an Icon

Where Leontief (1986) formats matrices for Input-Output economics data analysis involving production and standard of living, this research format parallels his concept and hybrids towards streamlining binary-based continuums into basic elements and assigned measurable values to those dimensions. The remaining task is to code the dataset, assess cumulative scores, and test for interactive effects. Most of the coding rankings have been discussed earlier. Grocery stores were ranked 0, Drug stores ranked 1, Prepared Foods ranked 2, both Sweets and Coffee Houses ranked 3, and Appliances and Adult ranked 4. In order to assess the difference in ranking values for the Place Continuum, two value sets were assigned. The first value set assigns Local the value of 0, Focal the value of 1, Zonal the value of 2, and Global the value of 3. And the second value set for the Place Continuum emphasizes the differences in subscript values to the extent that Local₀ retains the value of 0, but Local₁ is assigned the value of 1, Focal₀ is assigned the value of 2, Focal₁ is assigned the value of 3, ending with Global₂ being assigned the value of 10.

The nine different Time groups were ranked 0 through 8 with the oldest group of businesses (open 120+ years ago) Café du Monde and Morning Call assigned the value of 0, businesses open 100 to 119 years ago (Conn's Appliances, Brocato's, and K & B Drugs) assigned the value of 1 and the most recent businesses (opened 0 to 19 years ago) Bad Ass Coffee, Mr. Binky's and Appliance World assigned the rank value of 8.

Since employees are agents of their business, value was assigned to Exchanges premised upon how much energy the employee spends in transactions. If the employee had to convert an oral message into a product, then they spent more energy in the exchange and that is coded 0. If

customers put their products on a counter top and then employees initiated their part of the exchange, then employees spent less energy in the transaction relative to those translating oral commands into products; hence they were coded 1. And if the start point of employees getting involved in transactions occurred after customers unloaded their product onto a conveyor belt, to the extent that product was brought to the employee, then these employees spent the least amount of energy in the transactions, so they were coded 2. For Transaction_C if product entered into transaction by employees, it was coded as 0 and if product entered into transactions by customers, it was coded as 1.

Meanwhile, Consistency had two categories; one category assessed the interplay blend between a businesses focus, or theme, with their product line and the other category assessing product changes within the store (Consistency_{B1}). The theme-ing consistency ranged from zero to three with businesses having minimal theme-ing and focused on the sale of their product line being coded 0, and businesses with a dis-joint between theme-ing and product line being coded 3. Consistency_{B2} (Product line consistency) ranged from zero to four and it encompassed the level of product changes within the businesses. Businesses with minimal to light change in their product line were coded 0 and businesses with intense product line replacement were coded 4. These codings allow researchers to combine finite changes encompassed by businesses into an overall index to assess change within the business, growth of the business, and tipping of transactional weight-loads. Concurrently, interactive effects, principle components, and relationships between variables can also be tested.

The Globalization Index Formula is a cumulation of all dimensions with index values based upon characteristics of businesses. Simple addition of these dimensions provides a globalization index, as noted in Figure 14 (see following page). Specifically, Figure 14 compares two geographical rankings of businesses against each other.

Figure 14: Coding Table.

	Business Type	Place Continuum	Time Continuum, ordinal ranking	Transactions	Transactions, Who brings product to exchange	Consistency, Themed Level of Business Concept	Consistency, Line Additions and Extensions	Cumulative Index score with second value row using expanded place coding	Index score	"Weighted Place" Index score
Foss Drugs	Drug	Local ₀	2	Counter top	Employee	Light Theme	High cost souvenirs	1,0,2,1,0,1,3=8	8	8
Judice Inn	Food	Local ₀	4	Verbal	Employee	Focus on product	Minimal addition	2,0,4,0,0,0,0=6	6	6
Morning Call	Coffee	Local ₁	0	Verbal	Employee	Focus on product	Minimal addition	3,0,0,0,0,0,0=3 3,1,0,0,0,0,0=4	3	4
Dorignac's	Grocery	Local ₁	4	Conveyor belt	Customer	Focus on product	Organic products	0,0,4,2,1,0,1=8 0,1,4,2,1,0,1=9	8	9
Klein's	Grocery	Local ₁	2	Conveyor belt	Customer	Focus on product	Organic products	0,0,2,2,1,0,1=6 0,1,2,2,1,0,1=7	6	7
Brocato's	Sweets	Local ₁	1	Verbal	Employee	Focus on product	Minimal addition	3,0,1,0,1,0,0=5 3,1,1,0,1,0,0=6	5	6
Mello Joy	Coffee	Focal ₀	3	Verbal	Employee	Blended focus	Minimal addition	3,1,3,0,0,2,0=9 3,2,3,0,0,2,0=10	9	10
Mr. Binky's	Adult	Focal ₁	8	Counter top	Customer	Focus on product	Minimal addition	4,1,8,1,1,0,0=15 4,3,8,1,1,0,0=17	15	17
ApplianceWorld	Appliances	Focal ₁	8	Verbal	Employee	Blended focus	Latest technology	4,1,8,0,1,2,4=20 4,3,8,0,1,2,4=22	20	22
Bud's Broiler	Food	Focal ₂	5	Verbal	Employee	Light Theme	Minimal addition	2,1,5,0,0,1,0=9 2,4,5,0,0,1,0=12	9	12
McKenzie's	Sweets	Focal ₂	2	Counter top	Customer	Focus on product	Minimal addition	3,1,2,1,1,0,0=8 3,4,2,1,1,0,0=11	8	11
Conn's	Appliances	Zonal ₀	1	Verbal	Employee	Disjointed theme	Latest technology	4,2,1,0,1,3,4=15 4,5,1,0,1,3,4=18	15	18
King Sooper's	Grocery	Zonal ₀	4	Conveyor belt	Employee	Focus on product	Organic products	0,2,4,2,0,0,1=9 0,5,4,2,0,0,1=12	9	12
Taco Cabana	Food	Zonal ₁	7	Verbal	Employee	Blended focus	Minimal addition	2,2,7,0,1,2,0=14 2,5,7,0,1,2,0=17	14	17
K & B Drugs	Drug	Zonal ₁	1	Counter top	Customer	Focus on product	Minimal addition	1,2,1,1,1,0,0=6 1,5,1,1,1,0,0=9	6	9
PJ's Coffee	Coffee	Zonal ₁	7	Verbal	Employee	Blended focus	Minimal addition	3,2,7,0,0,2,0=14 3,5,7,0,0,2,0=17	14	17
CVS Drugs	Drug	Zonal ₂	6	Counter top	Customer	Focus on product	Minimal addition	1,2,6,1,1,0,0=11 1,7,6,1,1,0,0=16	11	16
Albertson's	Grocery	Zonal ₂	3	Conveyor belt	Customer	Focus on product	Organic products	0,2,3,2,1,0,1=9 0,7,3,2,1,0,1=14	9	14
Café du Monde	Coffee	Global ₀	0	Verbal	Employee	Light Theme	Low cost souvenirs	3,3,0,0,0,1,2=9 3,8,0,0,0,1,2=14	9	14
WhataBurger	Food	Global ₀	4	Verbal	Employee	Light Theme	Minimal addition	2,3,4,0,0,1,0=10 2,8,4,0,0,1,0=15	10	15
Sonic Drive In	Food	Global ₀	6	Verbal	Employee	Blended focus	Extension of product lines	2,3,6,0,0,2,1=14 2,8,6,0,0,2,1=19	14	19
Whole Foods	Grocery	Global ₀	7	Conveyor belt	Customer	Blended focus	Minimal addition	0,3,7,2,1,2,0=15 0,8,7,2,1,2,0=20	15	20
Best Buy	Appliances	Global ₀	7	Counter top	Customer	Blended focus	Latest technology	4,3,7,1,1,2,4=22 4,8,7,1,1,2,4=27	22	27
Bad Ass Coffee	Coffee	Global ₀	8	Verbal	Employee	Disjointed theme	Low cost souvenirs	3,3,8,0,0,3,2=19 3,8,8,0,0,3,2=24	19	24
Wal-Mart	Drug	Global ₁	6	Conveyor belt	Customer	Focus on product	Minimal addition	1,3,6,2,1,0,0=13 1,9,6,2,1,0,0=19	13	19
Baskin Robbins	Sweets	Global ₁	4	Verbal	Employee	Light theme	Minimal addition	3,3,4,0,0,1,0=11 3,9,4,0,0,1,0=17	11	17
Taco Bell	Food	Global ₁	6	Verbal	Employee	Blended focus	Minimal addition	2,3,6,0,0,2,0=13 2,9,6,0,0,2,0=19	13	19
Starbucks	Coffee	Global ₂	6	Verbal	Employee	Blended focus	Low cost souvenirs	3,3,6,0,0,2,2=16 3,10,6,0,0,2,2=23	16	23
Burger King	Food	Global ₂	5	Verbal	Employee	Blended focus	Minimal addition	2,3,5,0,0,2,0=12 2,10,5,0,0,2,0=19	12	19
McDonald's	Food	Global ₂	5	Verbal	Employee	Blended focus	Extension of product lines	2,3,5,0,0,2,1=13 2,10,5,0,0,2,1=20	13	20

Source: Author.

The first geographical ranking was four rankings: Local, Focal, Zonal, and Global. The second geographical ranking uses the weighted-place eleven scaled rankings from Local₀ to Global₂.

The red circle in Figure 14 identifies examples of geographical subscripts with red arrows pinpointing to the rows listing assigned numerical values. The cumulative score column in Figure 14 lists total scores for each case with two rows of numbers. The simpler geographical ranking is posted on the first row and the weighted-place geographical ranking with subscripts is the second row. The last two columns are color-coded total score values of each case with the left column being the Index score using simpler geographical ranking and the right column being the Weighted Place Index with geographical ranking using subscripts.

All in all Index scores could range from zero to 25. An example of businesses having an Index Score of zero would be one which was the oldest, most consistent, stayed in one location, as well being a grocery store which still uses verbal transactions. If Mrs. M.M. Waldo's grocery store on Magazine Street was still open, then it would have this score. The wholesale druggist, G.N. Morison, or Sam. De Bow & Co listed in the 1864 and 1865 issues of *The Daily Picayune* would be close contenders, with a slightly higher score. In actuality, Morning Call coffee house had the lowest Index Score (3 cumulative points) with the simpler geographical ranking. As such, Morning Call coffee house is the most local cultural icon of that assessment. In contrast a business having an Index score value of 25 would be a recently-opened appliance or adult store with locations in over two countries which uses conveyor belts, had customers initiating transactions, was dis-jointed between theme and product, and products were premised in recent technology. The closest case from this data set is Best Buy with an Index score of 22.

Within the Index score column it is interesting to note Mr. Binky's score is slightly more than the median (10.8 points). When compared to grocery stores which provide food, Mr.

Binky's is not as necessary for survival (4 points) plus opening in 2002 gave them a higher Time ranking (8 points). In the future, when Mr. Binky's has been in business for 20 years, then their Time ranking will not be as high. If they keep their geographical expansion limited to the New Orleans Metropolitan Area, then they have the potential to carry a lower score and qualify towards becoming a local cultural icon. At the same time, while Judice Inn and Foss Drugs fulfill the germane requirement of being the most authentic geographically-local cultural icons, their Index Scores are 6 and 8, with Morning Call, Brocato's, Klein's, K & B Drugs, Dorignac's and McKenzie's Bakeries having equal or lower index scores compared to Foss Drugs (3, 5, 6, 6, 8, 8 respectively). This is because Foss Drugs has changed its product line to include high-cost nostalgia souvenirs (worth 3 points) and it opened during the third time-span (2 point). While Judice Inn remained at the same location, it has provided prepared foods (worth 2 points) since 1947 (worth 4 points). The cost of those points is difficult to compete against Morning Call having zero for their Time score and zero for their geographical value. Morning Call and Brocato's Confectionery have the two lowest scores and this is based in retaining parsimonious connections to customers through being open for over one hundred years, even if they did relocate their only store. On the same token, being an early opener could not aid Conn's Appliances enough. Conn's Appliances' high score was not because of their Time value (they opened in 1895) rather, being an appliance store with a focus on selling cutting edge technology, and their geographical distribution caused them to score a point below Starbucks (Index score of 15 for Conn's and 16 for Starbucks).

As for matching scores, Foss Drugs, Dorignac's Groceries, and McKenzie's Bakeries all have Index scores of 8, but each were penalized for different reasons. As mentioned Foss Drugs score is because of including higher-priced nostalgic souvenirs. In contrast, while Dorignac's Groceries is essential, they began business later and their transactions occur at the

conveyor belts. McKenzie's Bakeries started after Foss Drugs and, in addition to being non-essential foods, they had enough one-point values to cumulate to 8 points. When Dorignac's relocated from their original location, it cost Dorignac's a point. As well, when the product line at Dorignac's was expanded to include organic produce, that decision cost them a point. With McKenzie's Bakeries selling non-essential items, and being geographically-Focal, as well having counter-top transactions, plus having customers initiating transactions, all caused their Index score to equal Dorignac's, a conveyor belt Grocery store.

The scoring costs of Café du Monde going global plus them selling low-cost souvenirs cost Café du Monde enough points against their listed in the oldest time group to have them rank with a geographically Focal Coffee house, two geographically Zonal grocery stores and a hamburger stand. Café du Monde joined company with other businesses having the same Index score of 9: Mello Joy Coffee House, King Soopers Groceries, Bud's Broiler, and Albertson's Grocers. The greatest contributors to Mello Joy's Index score was opening in 1936 (worth 3 points) and being non-essential (same as Café du Monde). And when it comes to assessing the impact of Time plus Transactions on index score values, Albertson's opening in 1939 cost 3 points and King Soopers opened in 1947 (costing them an extra point, 4 points), tended to equalize out because King Soopers employees unload product at the conveyor belt (decreasing their Index score slightly as compared to Albertson's having customers unload the product at conveyor belt). Both King Soopers and Albertson's were geographically Zonal businesses averaging approximately 70 stores per state. King Soopers has a more targeted concentration of stores (140 stores within 2 states) against Albertson's heavy distribution of 2300 stores within 31 states. Bud's Broiler was the latest business to open in this group (opened in 1952), and their ranking as a prepared food provider with minimal product change, plus light theme-ing aided in keeping their Index score low at 9 points.

Another set of matching scores are: CVS Pharmacy and Baskin Robbins with Index scores of 11. This is an interesting Index score value because score values are beginning to display the impact of global distribution against businesses with early start years. Baskin Robbins started in 1946 (worth 4 points) and is in at least nine countries; in contrast the 10 point scoring “Texas Treasure” WhataBurger started four years later (1950) and crossed the border into Mexico, but scored a point less. The greatest contributor to CVS Pharmacy’s score was their late start on the scene (1963).

With a score of 12, Burger King precludes the flux of prepared food businesses as well a drugstore chain (Wal-Mart, Taco Bell and McDonald’s). This is in spite of Burger King being geographically Global plus having an Index score of 13. Overall these four businesses started within eight years of each other (1954 to 1962) and currently all are geographically Global with only one being a drugstore. And while Wal-Mart has an Index score of 13, its focus on selling product with minimal product line addition counter-balanced Wal-Mart’s global-wide geographical distribution. And while Taco Bell’s expansion into 17 countries is impressive, McDonald’s has expanded into 119 countries.

Many things penalized PJ’s Coffee’s score (Index score of 14). They are a non-essential blended-focus retailer, who started late on the scene, plus they are located in six states. All of these characteristics of PJ’s Coffee had it scoring equal with Taco Cabana. Both of these retailers opened their doors the same year, both are geographically Zonal (same as K & B Drugs), both have verbally-based transactions with employees bringing product to the exchange, and both have minimal product line revisions. Meanwhile Sonic Drive In scored the same but was started in 1959 and has expanded into Mexico, hence carrying higher values within its Index score.

Mr. Binky's, Conn's Appliances, and Whole Foods Grocers have Index scores of 15 and this is an interesting blend of dimensions. The highest scoring dimension for Mr. Binky's was their opening in 2002 (worth 8 points), and that approximated Conn's Appliances disjointed theme (3 points) and having latest technology for their product lines (4 points). In contrast Whole Foods shared the same index score with their equals, Conn's Appliances and Mr. Binky's.

There are four cases with scores greater than Mr. Binky's, Conn's Appliances, and Whole Foods, these cases are: Starbucks, Bad Ass Coffee, ApplianceWorld, and Best Buy (scores of 16, 19, 20, and 22, respectively). Being a new business with global distribution, plus having high-technology products, and a disjoint between theme and product caused these higher scores. More interesting, is that Wal-Mart (Index score of 13) scored less than Whole Foods, Starbucks, Bad Ass Coffee, and Best Buy (Index scores of 15, 16, 19, and 22 respectively). Wal-Mart's main focus on product seems to have aided in keeping their score lower than these four others. All in all simple Index scores provide enough insights to observe the concept of index scores as valid; however fine tuning techniques including clustering, multi-dimensional scaling, and some form of factor analysis or principle component analysis can provide greater insights without accompanying costs.

For Index scores using the simpler geographical ranking, median is 10.8 and mode is 9, with scores ranging from 3 to twenty-three. In contrast, the Weighted-Place Index scores using weighted-place geographical rankings have 14.5 for their median, 17 and 19 for modes with a value range from 4 to 27. The difference in median values between index calculations indicates the Weighted-Place Index scoring expanded the clustering of case rankings having simpler geographical rankings. And this discrepancy between calculations merits additional assessment of cases to compare Index scores against Weighted-Place Index scores. The impact of

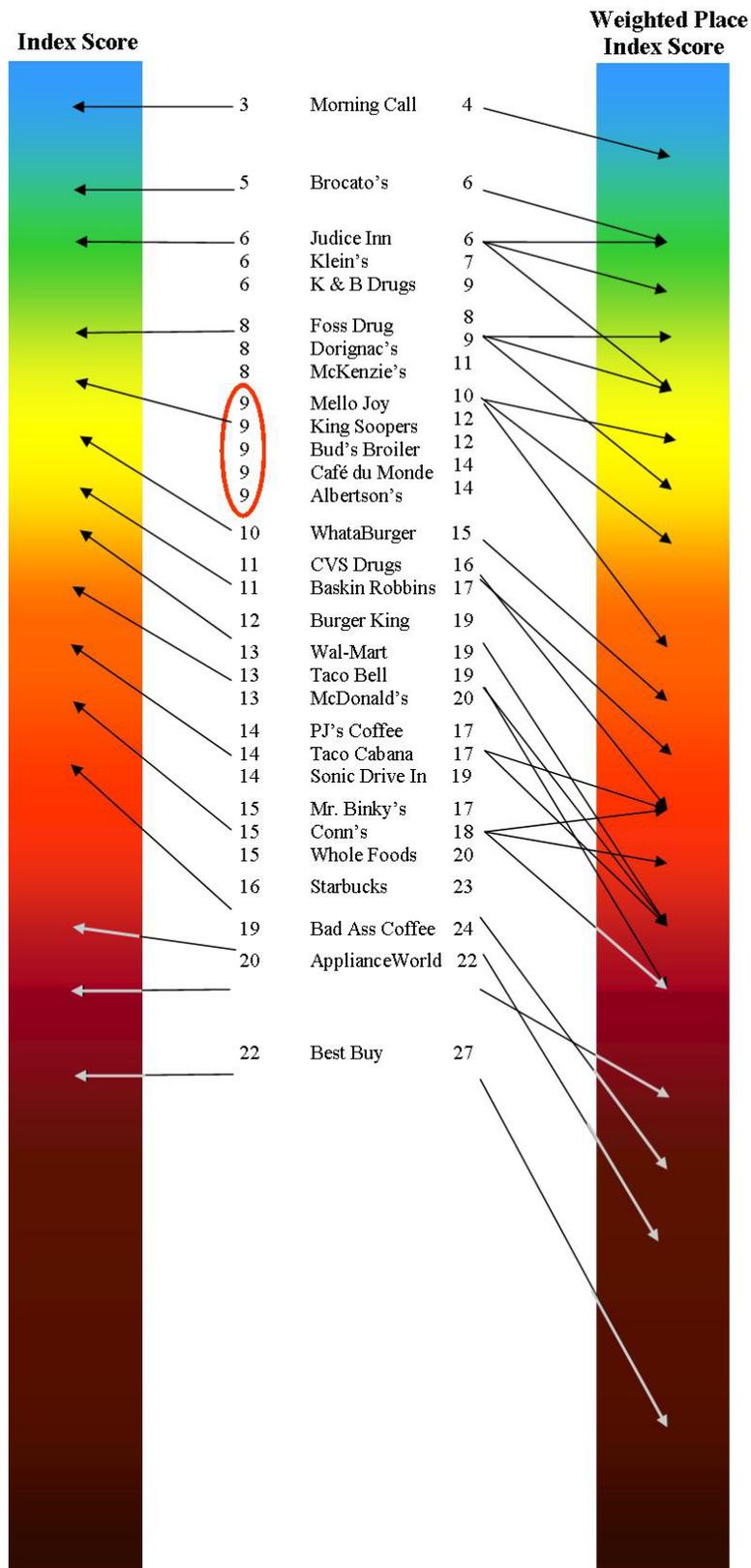
expanding the geographical local to global dimension from four categories (Local, Focal, Zonal, and Global) into eleven categories (Local₀, Local₁, Focal₀, Focal₁, Zonal₀, Zonal₁, Zonal₂ and Global₀, Global₁, Global₂) cannot be overlooked because this changes the geographical range of 0 to 3 into a range from 0 to 10, resulting in a weighted scale. The weighted scale provides place greater emphasis.

Second Stage of Findings

While Foss Drugs and Judice Inn are the two cases where cumulative score values did not change, this is because they retained the lowest geographical value with either calculations (Local compared against Local₀). In contrast, all of the other 28 cases' cumulative scores increased from the subscript series. The range of added values varied between one to five points as evidenced by the red-circled cumulative values below (See Figure 15 on next page). Weighing the geographical dimension elicits increased research insights. A specific example of the difference between score values show Café du Monde's score increasing from nine to fourteen points by the expansion of geographical measurement. These five added points distinctly separates it from the first eleven listed businesses which have lower or more local scores (as well as they are not located overseas) by weighing in Café du Monde's Japan store (See red circle in Figure 15 on following page). The impact of geographical location distribution cannot be ignored to the extent that the regional expansion of McKenzie's Bakeries is evidenced more with Weighted Place Index scores in comparison to simpler geographical ranking (Index Score of 8 vs Weighted-Place Index score of 11).

At the same time businesses with an Index score of 9 from the simpler geographical ranking spread to index scores from 10 to 14 as their geographical spread added weight to individual Weighted Place Index Scores (Mello Joy Coffee Houses, King Soopers Grocery, Bud's Broiler, plus Café du Monde and Albertson's). This also occurred with many other Index

Figure 15: Comparison of Index Scores.



Source: Author.

scores increasing as the geographical distribution expanded Index Scores to Weighted-Place scores.

Specifically Index scores of 6 became Weighted-Place Index scores ranging from six to nine, and Index scores of 8 became Weighted-Place Index scores ranging from eight to eleven. As well, Index scores of 11 became Weighted-Place Index scores ranging between sixteen and seventeen, plus Index scores of 13 became Weighted-Place Index scores ranging from nineteen to twenty. Index scores of 14 became Weighted-Place Index scores of seventeen and nineteen, and Index scores of 15 became Weighted-Place Index scores ranging from seventeen to twenty points.

The five lowest Index scoring businesses continued to be the five lowest Weighted-Place Index scores, with one exception. K & B Drugs dropped out of the five most local businesses because of their geographical expansion. And in their place, Foss Drugs continued their score of 8 (Foss Drugs geographical ranking did not change). At the higher valued end of Index scores, the five highest scores encompassed seven businesses: Mr. Binky's Adult Shoppes, Conn's Appliances, Whole Foods, Starbucks Coffee, Bad Ass Coffee, ApplianceWorld, and Best Buy. In contrast, the five highest Weighted-Place Index Scores include: McDonald's, Whole Foods, ApplianceWorld, Starbucks Coffee, Bad Ass Coffee, ending with Best Buy. Of the five highest scores for businesses, McDonald's replaced Mr. Binky's and Conn's Appliances.

Many businesses which carried differing Index scores ended up having the same Weighted-Place Index scores to the extent that when the scale for place was weighted these businesses then scored the same. Both the single-site Dorignac's Grocers plus the southeast-regional drugstore chain K & B Drugs had Weighted-Place Index scores of 9, with two-state King Soopers Grocers and Metropolitan-based Bud's Broiler having Weighted-Place Index scores of 12. Other Weighted-Place Index score groupings include: Café du Monde Coffee

House and Albertson's Grocers with Weighted-Place Index scores of 14, Baskin Robbins, PJ's Coffee, Taco Cabana, and Mr. Binky's Adult Shoppes with Weighted-Place Index scores of 17, with Sonic Drive In plus Burger King joined Wal-Mart plus Taco Bell having the same score (19 points). All businesses scoring 19 points were at least Global₀. Most prepared food businesses had Weighted-Place scores ranging from 12 to 20 (Bud's Broiler to McDonald's). An interesting mix is McDonald's plus Whole Foods, both with Weighted-Place Index scores of 20. The connotation of Whole Foods providing organic and natural products contrasts with the standardization of McDonald's while both carry the same globalization ranking. The expansion of focal and zonal rankings caused Whole Foods global ranking to increase five points (from a Global listing of 3 to Global₀ listing of eight) and McDonald's beginning in 1955 plus performing verbal transactions aided in McDonald's matching Whole Foods score.

The Weighted-Place score for all grocers ranged from 7 to 20 points, with both single-store cases having the lowest scores: Klein's Groceries scored 7 points and Dorignac's scored 9 points. Two regional grocery chains scored close to each other (King Soopers at 12 points and Albertson's with 14 points). Going international made Whole Foods the highest scoring grocery store with 20 points. As for drug stores, the range was almost identical to grocers with single store Foss Drugs having the lowest score, 8 points. Regionally-based K & B Drugs scored 9 points, and both CVS plus Wal-Mart were valued at 16 and 19, respectively. When comparing prepared foods, Judice Inn had the lowest Weighted-Place score of 6 points with McDonald's at the opposite range end-point with 20 points. For prepared foods, Judice Inn tended to be an outlier with most prepared foods ranging from 15 to 20 points: Bud's Broiler scoring 12 points, WhataBurger scored 15 points, Taco Cabana scored 17 points, and Sonic Drive In, Burger King plus Taco Bell scored 19 points, with McDonald's ending the prepared foods group at 20 points. While Morning Call had the lowest overall business score with a Weighted-Place score of 4

points, coffee houses overall ranged from 4 to 24 points (Morning Call with 4 points, Mello Joy with 10 points, Café du Monde with 14 points, PJ's Coffee with 17 points and Starbucks plus Bad Ass Coffee having 23 and 24 points). Confectioneries also had wide set of point values with Brocato's having a Weighted-Place score of 6, McKenzie's with a score of 11, and Baskin Robbins had a score of 17. Appliance store scores were a more closely grouped set of numbers with Conn's Appliances scoring 18 points, ApplianceWorld with 22 points and Best Buy with 27 points. Overall the score range within each entity group covered at least 10 points with prepared foods, coffee houses and appliance stores having a greater number of higher scoring businesses.

When Café du Monde, Albertson's Grocers, CVS Pharmacy, WhataBurger, and Baskin Robbins are within a couple points of each other, with Wal-Mart, Taco Bell, and McDonald's being their next-door neighbor this lays fodder for the state of our cities. Starbucks Coffee, Bad Ass Coffee, and Best Buy are the three highest scoring businesses within Weighted-Place Index scores. From a potential score range of zero to 32 points, these three businesses had the highest scores of 23, 24, and 27.

This brings the need to align numerical values to labels. There was a distinct transition occurring between businesses scoring below 8 points as compared to eight points and above, hence Index scores up to 7 are local and the Index score value of 8 and 9 are focal. Another differentiating point occurred between values 9 through 11, hence Index score values 10 through 13 are zonal, with values 14 and more are global. In contrast when using Weighted-Place Index scores, businesses with Weighted-Place Index scores up to 9 are local, values 9 through 12 are focal, businesses with values 13 through 16 are zonal, with values 17 and more are global. If Café du Monde had contained their geographical expansion to Louisiana and not expanded

overseas, their Weighted-Place Index score would have been 9 instead of 14 points. And this would have retained them as focal cultural icons instead of being global cultural icons.

The dual duty of businesses being quantified to measure their level of being a cultural icon, as well as quantifying the ratio between iconic levels (ratio being: local/ focal/ zonal/ global) allows researcher to identify the loss of local culture (i.e., culture [learned behaviors] indigenous to a specific area), increase in globalization (the increase of generalized customs and behaviors, decrease in personalized interactions, segmentation and fragmentation of transactions), and the changing character within cities.

By applying Mellor's (1975) observation that process changes within society can be assessed through result markers, such as businesses, the impact of cities having numerous Weighted-Place Index scores larger than 17 or Basic Index Values larger than 16 merits recognition as well as further analysis. Cities with numerous high-scoring businesses are mirroring a form of their residents' culture. At the same time, scaling businesses on their iconic value is not enough. The interactive relationships between these research dimensions merit additional assessment through principal component analysis.

The IRE of it all

There are three levels of findings for this study, the macro-level formatted businesses as markers of globalization. The meso-level observes three principal components of businesses. And the micro-level observes the strength of relationships between significant variables. With macro-level findings completed, the research direction turns toward meso- and micro-level findings. Data set calculations were performed to evaluate strength of interactions, results, and effects (IRE). Specifically, three principal components were assessed with retention of these three components based upon Kaiser's criterion (1960) principal component analysis using seven variables with mean communality ≥ 0.60 . Absolute correlation values between all

variables within each component ranged from 0.244 to 0.713 (weak to medium-strong relationships) and were, at minimum, significant at $p < 0.10$ (see Figure 16 below). Cronbach's alpha was 0.4269. Appendix M provides additional discussion of data and their scatterplots.

Scree plotting confirmed three principal components, with 80.7% of data set variance accounted for by these three components (component variance was 38.9%, 21.7%, and 20%,

Figure 16: Correlation Values for Model Variables.

	Business Type	Time Ordinally ranked	Weighted Place Geography	Transaction Location (Transaction)	Transaction Initiation (Transaction _c)	Theme-ing (Consistency _{B1})
Time Ordinally Ranked	.117					
Weighted-Place Geography	.037	.418**				
Transaction Location	-.713***	-.021	-.163			
Transaction Initiation	-.227	-.006	-.244*	.689***		
Theme-ing (Consistency _{B1})	.432***	.420***	.465***	-.527***	-.286*	
Product Line (Consistency _{B2})	.328**	.034	-.054	-.038	.326**	.439***

* $p < .10$, ** $p < .05$, *** $p < .01$

Source: Author.

summing to 80.7%) using rotated components. Overall, the first component lists combined measurements accentuating the inner mechanisms of businesses to remain open. This component is the evolutionary change to remain competitive, which businesses perform through revising their inner mechanisms. The second component lists dimensions geared towards geographical and time growth and expansion. The third component lists business transactional changes plus shopping experience aesthetics. In addition to Theme-ing having significant relationships with all other variables (ranging from $p < .10$ to $p < .01$), note that the Theme-ing variable is included in all three Components. See Figure 17 below for Component Loading.

Figure 17: Component Loading.

		Loading
Component 1	Inner Mechanisms to keep business afloat	
	Where employee takes over purchase (Transaction)	0.968
	Who initiates transaction (Transaction _C)	0.757
	Business Type	0.747
	Theme-ing (Consistency _{B1})	0.511
Component 2	Organizational Growth Dimensions	
	Weighted-Place Geography	0.830
	Time ordinally ranked	0.818
	Theme-ing (Consistency _{B1})	0.617
Component 3	Facilitating Customer Purchases	
	Product Line Extensions (Consistency _{B2})	0.926
	Who initiates transaction (Transaction _C)	0.514
	Business Type	0.451
	Theme-ing (Consistency _{B1})	0.418

Source: Author.

In Figure 17 the first component lists inner-mechanisms which keep businesses afloat. This component loaded with four variables: Transaction location (where the employee takes over the transaction), Who initiates the transaction (Transaction_C), Business Type, and Consistency B₁ (Theme-ing of businesses), having absolute load values of 0.968, 0.757, 0.747, and 0.511 respectively.

The second component comprises of organizational growth dimensions and is loaded with Weighted-Place Geography, Year the business opened, and Business Theme-ing having absolute load values of 0.830, 0.818, and 0.617. The third component comprises of dimensions businesses use to entice customers to buy from their store. It is loaded with Product Line

Extensions, Who initiates the transaction ($Transaction_C$), Business Type, and Theme-ing of businesses. Their absolute load values are 0.926, 0.514, 0.451, and 0.418. All in all, these seven cumulative dimensions (four dimensions plus three consistencies) are interconnected and are used in differing combinations by businesses for growth and/ or sustenance. Two component modes are for survival and one component mode is for growth.

Component 1: Inner Mechanisms to keep business afloat. Since grocery stores provide food essentials, their changes to remain competitive are more likely to be product line extensions. Drug stores also tend to emphasize their products over concept marketing, or theme-ing. Drug stores sell essential items for individual survival; hence theme-ing is used to define to separate the store from competitors through their specialized products. Coffee houses, confectioneries and electronic stores are more likely to do theme-ing. And they are also businesses which sell time to entertain either through socializing or gadgets. Theme-ing tends to increase as businesses are self-defined as less essential. At the same time, there is a significant relationship between theme-ing and product lines to the extent that if older businesses have both theme-ing and product line extensions, it tends to be based upon the business's evolution to survive. Newer businesses tend to open with theme-ing and product extensions already in hand. Overall, Component 1 measures changes within Business types in order for them to survive.

Component 2: Organizational Growth Dimensions. While the first component focused on business survival, Component 2 loads with organizational growth dimensions of Weighted-Place Geography, Time, and Business Theme-ing ($Consistency_{B1}$). And through these three dimensions it is recognized that businesses grow through age and geographical distribution, as well as concept theme-ing. Older businesses tend to sell history with their product to the extent that every cup of coffee from Café du Monde comes with 140+ years of history and Foss Drugs (93 years old) combined nostalgia-themed products with their 93 years

of history. Both use history as their competitive growth edge against newer businesses. With Brocato's Confectionery making their products from third-generation recipes, each serving of spumoni, gelato, and Italian cookies should have an extremely similar taste and texture as 1905 servings.³⁰ In contrast, newer businesses such as Bad Ass Coffee and Whole Foods cannot compete by including history into their products; rather both of these recent businesses entered into the market with a themed premise. The premise of Bad Ass is that the burro which carried Kona coffee beans down from the Hawaiian mountain tops was a *bad ass* and Whole Foods combines the act of shopping plus available products in their themed experience. In order to remain competitive, older businesses tend towards conjoint theme and businesses beginning around 1980s began in force with theme-ing in their stores. Businesses which started around 1900 through 1960 focus more on product and ignore theme-ing.

Geographical expansion is another form of organizational growth. And through having more outlets, businesses increase the number of their transactional locations available to consumers. Starbucks Coffee shops support this perspective because in comparison to Café du Monde including 140+ years of history in every cup of coffee, every cup of Starbucks is shared across the globe in 6000 stores located in 37 countries. The global expansion of Burger King and McDonald's also evidences this perspective in comparison to Judice Inn's one location in Lafayette LA. While Judice Inn has only one store selling their signature burgers, Burger King and McDonald's geographical distribution allows customers in 66 to 119 countries (respectively), to purchase their product. Many businesses use concept theme-ing to provide holistic cohesion between product, business, and image to the extent that Bad Ass Coffee's Plexiglas volcano, Kona coffee, and burros, as well as, Whole Foods subdued lighting, flooring,

³⁰ The U.S. Food and Drug Act passed in 1906, so while Brocato's recipes are handed-down through three generations some ingredient modifications could have occurred external to their control.

green aprons, and food samples evident the combined connection between each part being greater than the whole. As such, each of these three dimensions separately provides businesses the opportunity to sell history, geographical or themed-experience to their customers.

Component 3: Facilitating Customer Purchases. Overall, the four dimensions listed within Component 3 combine towards facilitating the customers' purchase. Where Component 1 carries three same dimensions as Component 3, the replacement of Where employees take over the transaction (Transaction) with Product Line Extensions (Consistency_{B2}) carries enough impact for Component 3 to focus upon how businesses facilitate customers' purchases. Component 3 loads with product line extension, transaction origination, business type, and theme-ing to the extent that businesses also market themselves via the purchase process. Product Line Extensions are extremely reflective of interaction negotiations between consumers and businesses. And when coupled with transactional origination, plus business type, and theme-ing the third component evidences equal exchanges not necessarily being equal.

Significant Relationships

Based upon correlation values and significances listed in Figure 17 (page 89), micro-level relationships between variables were statistically tested. The two significant relationships involving Time (Time Ordinally Ranked and Weighted-Place Geography, Time Ordinally Ranked and Theme-ing) were tested using regression. While both variables are recognized as ordinal, cross tabulation using thirty cases within a nine by eleven table would be insufficient for trend observation, hence regression was used. Both relationships were moderate in strength and statistically significant (correlation was 0.418 and 0.420, with significance at $p < .05$).

Regression was performed with Time Ordinally Ranked plus Weighted-Place geographical distribution with the relationship significant at the 0.05 level ($R^2 = .179$, $F = 6.098$, $p < 0.05$). See Figure 18 on the following page.

Figure 18: Coefficients for Regression Model using Time Ordinally Ranked and Weighted-Place Geography.

	<i>B</i>	<i>β</i>	<i>t</i>	<i>p</i>
Time Ordinally Ranked	.505	.418	2.437	.020

Dependent variable was Weighted-Place Geography, N = 30, R² = 0.175. Source: Author.

The slope value is 0.505, with standardized coefficient at 0.418. Older businesses are less likely to be geographically expanded, with newer businesses being more geographically expanded. Regression was also performed with Year business opened and Theme-ing (Consistency_{B1}). The relationship is significant at the 0.05 level (R² = .176, F= 5.996 and p<0.05). The slope value (*B* =0.176) is lower than anticipated because Theme-ing has five categories with *β* (standardized coefficient) at 0.420. Older businesses are less likely to have a blended focus/ medium theme-ing, in contrast newer businesses are more likely to have a blended focus/ medium theme-ing. Newer businesses are also less likely to have minimal theme-ing with their focus on the sale of the product. See Figure 19 below.

Figure 19: Coefficients for Regression Model using Time Ordinally Ranked and Theme-ing (Consistency_{B1}).

	<i>B</i>	<i>β</i>	<i>t</i>	<i>p</i>
Time Ordinally Ranked	.176	.420	2.449	.021

Dependent variable was Theme-ing, N = 30, R² = 0.171. Source: Author.

These two relationships also involve the three dimensions loaded to format Component 2. Each two-variable relationship is moderate and significant for principal components. As well, regression confirms the statistical significance and strength of each relationship.

Cross tabulation findings for the relationship between Business Type and Transaction Location (Transaction) confirm a significant relationship between these two variables. More

prepared foods businesses and coffee houses plus bakeries tend to have employees take over the transaction through verbal interaction while grocery and drug stores tend to use less verbally-based transactions. Absolutely no prepared foods, nor coffee houses, confectioneries, nor electronics/ appliance stores nor adult store used conveyor belts. In contrast, to prepared foods and coffee houses using verbal interactions, grocery stores tend to use conveyor belts, and drug stores tend to have employees take over transactions at counter-tops. Electronics and the adult store also tends to have employees take over transactions at counter-tops. Linear-by-Linear Association was $p < .001$, Somer's d was $p < .001$, with Gamma having $p < .001$.

Cross tabulation findings supported a significant relationship between Business Type and Theme-ing (Consistency_{B1}). The overall trend evidences most basic-needs businesses (grocery and drug stores) having minimal theme-ing. In contrast to most basic-needs businesses having minimal theme-ing, businesses which sell social time or private entertainment tend to have an increase in concept theme-ing level within their stores. Grocery stores and drug stores tended towards using minimal theme-ing in their stores. Prepared foods, coffee houses, and confectioneries plus electronics/appliances and adult stores, tended towards more theme-ing when contrasted against grocery stores and drug stores. A greater number of prepared-foods businesses had blended theme-ing in comparison to anticipated numbers. Linear-by-Linear Association was $.020$, Somer's d was $p < .05$ with Gamma at $p < .05$.

The cross tabulation between Business Type and Product Line (Consistency_{B2}) supported an overall trend of businesses modifying their product lines in order to remain competitive. Grocery stores tend to add product line extensions to remain competitive. Drug stores tend towards minimal product change. Prepared-food businesses tend to modify their product lines through minimal changes and line extensions. Coffee houses and confectioneries seem to be established and their main product lines have minimal product change. Interesting enough, they

turn towards low-cost line extensions (souvenirs) to remain competitive. Electronics/ appliance stores tend towards heavy product-line replacement in order to remain competitive. Linear-by-Linear Association indicated a weak relationship with .077, and Somer's d plus Gamma both indicated a non-significant relationship with $p > .10$.

Cross tabulation supported trends between Transaction Location (Transaction) and Transaction Initiation (Transaction_C). Overall, most transactions with employees entering via verbal orders also had employees bringing the product to the transaction. As well, as transactions increased in energy demands of the customer, with employees taking over the exchange at the counter-top or conveyor belt, those transactions tend to have customers bringing product into the exchange. Overall, as transactions required more employee energy (re: verbal exchange), then employees were more likely to bring product to the purchase. Linear-by-Linear Association was .000, Somer's d and Gamma both having $p < .001$.

The cross tabulation of Transaction Location (Transaction) and Theme-ing (Consistency_{B1}) indicate that as transactions become counter-top and conveyor belt based, they tend towards the business having minimal concept theme-ing. Overall, verbally-based businesses tend to be blended or dis-jointed in concept theme-ing. It is rare to have verbally-based transactions with minimal theme-ing (i.e., Coffee houses and confectioneries tend towards blended theme-ing not minimal theme-ing). Businesses with employees taking over purchases at counter-tops tend to be minimally themed, with conveyor belt businesses (grocery stores and Wal-mart) definitely being more minimally themed. Linear-by-Linear Association was .005, with both Somer's d and Gamma having $p < .001$.

The cross tabulations for Product Line (Consistency_{B2}) and Theme-ing (Consistency_{B1}) observed businesses with minimal product line change (drug stores) tending towards minimal theme-ing. Businesses with line extensions (grocery stores) tend to have minimal theme-ing.

Blended stores (Whole Foods) rarely have line extensions. Businesses with minimal theme-ing rarely add low-cost horizontal line extensions (i.e., It's rare to see a T-shirt advertising CVS pharmacy). Businesses with minimal theme-ing rarely have heavy product line replacement (grocery stores don't change over their product lines to remain on cutting edge); instead blended stores tend to have heavy product line replacement (appliance stores selling current technology). Linear-by-Linear Association was .018, Somer's d and Gamma both having $p < .05$.

The trend between Weighted-Place Geography and Theme-ing (Consistency_{B1}) was clearer to observe with cross tabulations using normal Geography having four categories (not Weighted-Place Geography with eleven categories). Businesses defined as local and zonal were less likely to use theme-ing. Most businesses defined as local and zonal are the older more established businesses; hence their client base is established with no need to severely market their product. As far back as 1864, there was enough of a population need for food, socializing time, appliances, drugs, and baked goods that Café du Monde, Morning Call (1868), Brocato's Confectioneries (1905), Conn's Appliances (1890), K & B Drugs (1905) and Foss Drugs (1913), Klein's Grocery (1922) and McKenzie's Bakeries (1925) could open and remain successful, with many remaining successful into 2007. In contrast, businesses defined as global were newer and less likely to have minimal theme-ing. Most businesses at the global level are formatted upon providing consumers with a consistent experience no matter the store location (i.e., Whole Foods, Best Buy, WhataBurger, Bad Ass Coffee, Baskin Robbins, Starbucks, and McDonald's). Global businesses tend to have more conjoint as well as blended theme-ing. In contrast, businesses at the local level were less likely to have blended theme-ing. This is because of economies of scale and cost comparison of operating one blended store versus many blended-theme stores. Linear-by-Linear Association was .004, Somer's d and Gamma both listing $p < .001$.

The final cross tabulation analysis assessed the non-significant relationship between Who initiates transactions (Transaction_C) and Product Line (Consistency_{B2}). Overall, businesses which had employees bringing product to the transaction tended towards having minimal or low-cost line additions of their product lines. These businesses were less likely to have heavy product line replacement. Prepared foods and coffee houses are the businesses which have employees bringing product to transactions and these businesses did not show heavy product line replacement. In contrast businesses which had customers bring product to transactions tended towards having product line extensions and heavy product line replacements. These same businesses rarely have low-cost line additions (souvenirs) nor do they have minimal product change. While these businesses have a reliable interface with consumers they are continuously refining their consumer interface through product line revision of some type. An example would be grocery stores and electronic/ appliance businesses. Linear-by-Linear Association was .079, with Somer's d and Gamma both listing $p > .10$.

Shortcomings and Recommendations

A primary concern of this study was to test the research structure to the extent that the research question could be answered. Businesses can be assessed as to their value as a cultural icon, ranging from local to global. However, a concern with scaling design is that while it can establish cumulative index values, it does not support causality. This study is not asserting that Time caused Coffee houses, nor wide geographical distribution caused Confectionery stores. Rather older businesses carry greater seniority towards being an icon. The objective of research is to simulate reality; hence a concern for this study is to reformat the study to include randomly assigned cases to test against these findings. While grocery stores, drug stores, prepared foods, confectioneries, electronics, plus an adult shoppe have been examined; other businesses need to be discussed to solidify their inclusion into the discussion of businesses as cultural icons.

If evaluating businesses for assessment of urban development becomes the research focus, then shoe repair stores, dry cleaners and Laundromats, variety and department stores, plus gas stations and businesses involving liquor sales would provide urban development insights. Shoe repair stores seem to be geographically local with most being first or second generation owners. Dry cleaners would perform double duty through reflecting the evolution of cities as well as indicating geographical expansion with some dry cleaners having focal and zonal geographical distribution. Variety stores with a heritage from a Woolworth's perspective would be an astute addition to the study. An example would be retail businesses such as Target or Mervyn's. Department stores would also be an insightful extension of this study because of Macy's recent purchase of many smaller regional chains. As for trusting "your car to the man who wears the star" and including gas stations into the data set, my observations of primary through tertiary-level towns elicits gas stations ranking around drug stores in importance during the formation process of cities. Around the middle 1970s gas stations had a pronounced effort to change into self-serve stations. The inclusion of bars which sell alcohol would expand the section of business coded "businesses which sell time to socialize." As well, recognize the dormant role of coding businesses becomes more manifest when assessing the urban process change from burgs growing into towns, and then becoming cities. A key indicator of city formation is when the mode of food access has moved from the backyard farm to the grocery store. Smaller towns as well as rural towns can have coffee shops as well as appliance stores, but a tipping point indicator for urban development is the need for a grocery store.

If future research is geared towards assessing globalization plus the loss of local businesses, then banks, bookstores, internet businesses and gaming places merit inclusion. Louisiana's unusual banking industry history evidences banks were not allowed to have branch

offices in other parishes³¹ until relatively recent, requiring banks to be geographically-local or focal. Revisions of those laws laid the ground work for banks to merge and local banks to be absorbed. Barnes & Noble plus Borders bookstores are bigger chains and would provide insights against smaller local and focal based bookstores. Including Amazon.com plus other internet-based retail business would expand the data set to include virtual retailers. Their geographical ranking would be Global_M (Global with M subscript) since the retail locations of Amazon.com are located within everyone's computer. Additionally, Amazon.com's transaction listing would be Transaction_m (Transaction with M subscript) because employees never take over in the purchase transaction. Instead, the transactional tipping-point would change into the customer self-reflectively selling the product to themselves. The potential could be that customers could complete the transaction without any employee interface. If people were ranking their assigned "Sense of Community" (McMillan and Chavis 1986) towards businesses through surveys, then research should observe Amazon.com ranked as very global. The inclusion of gaming houses plus bookstores could revise the heading of electronic/ appliance businesses more towards "entertainment of the self/mind."

When the dataset has expanded enough that the case listing for Time is linear with businesses listed in numerical sequence (i.e., at least one case listings of businesses opening each year) then formatting Time into twenty-year sections should elicit smoother observations of organizational changes compared to the format used in this study. As well, recognize that for businesses to qualify for this research format, they must be currently operating during the reference year. The two cases within this study were not currently open; rather their only existence is in peoples' fading memories. In observing that these two cases were the catalyst for this study, the inclusion of those two businesses was self-evident.

³¹ Parishes are counties.

More exciting is the replication of this study using other reference years. If this study were duplicated using the 1960s as a reference date there should be less geographically-global businesses in the study. Rather, there should be more geographically-local through geographically-zonal drugstores, bakeries, grocers and coffee houses. While many prepared food businesses began between 1950 through 1959, most likely their geographical distribution would not be global by 1960.

If subsequent research involves data mapping, researchers should consider using Sanborn Fire Insurance Maps (New Orleans maps start around 1885) for additional data insights. When assessing Business Consistency levels for prior years, *only* if archival (i.e., photographs, film, newspapers, magazines, diaries, timelines) plus reference findings are inadequate for triangulation, then researchers should consider all businesses to be consistent with each other. In contrast to product branding, which began around 1900, obvious concept theme-ing of retail businesses began in earnest around late 1960s/ early 1970s. So when performing calculations for sample years before then, most likely the theme-ing variable would be zero for all cases. And if transactional information *absolutely* cannot be located for specific time periods, then consider using a conservative estimate value of zero. When urban morphologists use this research tool forty years in the future to connect historical dots within and between cities, their observed spatial, functional, and cultural changes should provide insights equal to urban morphologists using 1960 as their reference point.

Also if data mapping is pursued, researchers need to observe the importance of the Time Continuum. Researchers need to identify the oldest businesses within their study area because ordinal ranking is premised upon the oldest business which is currently open. Port cities and eastern coast cities have the potential for oldest businesses within the U.S., hence their oldest currently open business might have begun prior to Café du Monde (est. in 1864). Before

assessing between cities, researchers need to format studies for intra-city analysis for a clearer picture of each city's urban evolution. When performing intra-city assessment, researchers need to note the ratio between local/ focal/ zonal/ and global ranked businesses and at what year these numbers changed plus qualitatively assess what was occurring at that time.

When looking at businesses to include within this data set, there was a distinct lack of non-American based retail businesses to include as cases. This observation is an easy lead into a discussion of American imperialism. However Tesco, the British grocer, recently announced their intentions to open retail stores in four US cities: Los Angeles, San Diego, Las Vegas and Phoenix (Arellano 2007a). Perhaps Tesco is an indicator of balanced globalization with foreign-based retailers setting up business within the U.S. Their "first expansion into the Western Hemisphere is being closely watched by industry experts who say the chain could prove a formidable competitor to grocers, convenience stores, and possibly retail giant Wal-Mart" (Arellano 2007a). Another non-American business to include in future studies is Jollibee, a Philippine-based prepared foods business which has expanded into the California market. It would be geographically ranked at $Global_0$ since it has over 1400 stores with eleven in the United States.

While the expanded geographical index provides increased researcher insights, a wider range of geographical diversity would also strengthen this research argument. Whole Foods Groceries announced their intended purchase of Wild Oats Markets, creating, "a powerhouse that will dominate the natural-foods market" (Arellano 2007b). This brings the measurement of geography into the conversation fold. When formatting studies to include other businesses, recognize that the geographical dimension was premised upon 2^n (i.e., $2^0 = 1$, $2^1 = 2$, $2^2 = 4$, $2^3 = 8$, $2^4 = 16$) for formatting the ordinal structure. As such if Wild Oats stores are re-named Whole Foods, this would increase Whole Foods' goodwill and store count to 301 stores in three

countries (U.S., U.K., and British Columbia) and might require an expansion of the geographical dimension. Additional recent news in June 2007 has Foss Drugs announcing that they will close by year end. Heinie Foss declined to give an interview at this time “due to the emotional nature associated with closing a business of this tenure” (Mile High News, 2007). With this occurring, Foss Drugs (94 years open) joins K & B Drugs (92 years open) and McKenzie’s Bakeries (75 years open) as businesses with many years tenure which cannot easily be replaced. This also documents the potential trend of losing older businesses, hence skewing the urban setting towards only having newer, more global businesses.

The five dimensions used in this study measure absolute globalization, no morals or values attached, to the extent that Mr. Binky’s Index score equals Conn’s Appliances and Whole Foods scores. Through the inclusion of our spike into the data set, Mr. Binky’s then facilitates the introduction of the sixth/ human dimension as a separate measurable dimension. With the addition of the human dimension then “that complex whole which includes knowledge, belief, art, law, morals, custom, and any other capabilities and habits acquired by man as a member of society” which Tylor uses to define culture (1924/1871), comes into play and allows gradient quantification of social deviance beginning with personal belief systems and ending with state or federal laws governing behaviors. The inclusion of various regulated vices into the data set would aid with internal ranking of the human dimension through by assessing the severity of moral dilemmas and vices. There are a couple of coffee houses in Washington state (The Sweet Spot Café, Cowgirls Espresso, Natte Latte, Bikini Espresso) which combine scantily clad women and coffee service (“Coffees and tease brimming at stands” 2007). Under the cultural continuum, these would be insightful additions to the gradient of Mr. Binky’s, Blue laws, social deviance. Employees at these coffee houses have theme days, such as Bikini Wednesdays, Fantasy Fridays, School Girl Thursdays, and Cowgirl Tuesdays. While serving coffee at the

Cowgirls coffee stand, one employee's black bra "didn't quite cover her shiny purple pasties" and another girl's chaps covered her "see-through red lace panties (but) as long as the employees' breasts and buttocks are covered, they aren't breaking the law" (ibid). By recognizing the letter of the law as the operationalization of societies' culture rules to regulate personal behaviors from pasties placement to distance regulations between retail adult entertainment businesses and "churches, schools and playgrounds, where the sale of adult items is banned" (Krupa 2005), then this too can be quantified, measured, and included within Index scores. At which, increased concentration of businesses with high scores in the deviance dimension would tend to project a specific urban landscape.

Chapter 5 Findings and Conclusion: How to Identify Iconic Enterprises

Overall many findings were revealed by this study. When it came to formatting a scale:

- The macro-level assessment provided scaling insights to define businesses as local, focal, zonal, and global cultural icons.
- The data in this study elicits the definition of globalization as the increase of generalized customs and behaviors, decrease in nuanced personalized interactions plus the segmentation as well as fragmentation of transactions.
- The meso-level assessment provided insights on three principal components. These principal components were premised upon four dimensions plus three constants, and the micro-level assessment clarified relationships at the variable level.

At the same time, qualitative findings supported:

- Equal exchanges have the potential to be uncovered as unequal exchanges.
- Businesses carry a dual existence of being focused towards making a profit while also receiving assigned emotional value by people.
- People establish icons or symbols throughout their lives with icons providing them with some form of emotional connection.
- The product mix of business icons has to provide concise solutions to the surrounding community. This is premised upon the concern that if icons are consistent in their behavior and yet falter through time, this end result occurs because they no longer reflect the values within current society.
- Technology tends to buffer the basic transaction between people and decreases people's contact with each other.

More important, this study recognizes the simplest unit of research being a constant with change and the most basic dimensional urtext field is ‘change.’ As well, unified fields in which everything can be measured are six unified fields beneath Change’s over-arching meta-theory umbrella. These consilient fields are: entity, time, geography, transaction/ exchanges, consistency, and the human dimension.³² This study used five of those six dimensions in the analysis. Plus this study discerned the sixth dimension to exist as an equal and separate dimension, paralleling the other dimensions. Change was observed within each dimension, with dimensional names remaining consistent, to the extent that an object is just an object, and rather the *value* assigned to it carries greater importance. Specifically, everything is a data point and power comes from the ability to en-code, de-code and interpret the observations. As well, a basic ur-event (premised from Derrida’s *urtext*) exists from which other events can differ enough by degree to differ by kind. This is because power comes from how the person encodes, decodes and interprets observations, hence pattern-matching.

Additionally, Exchanges were categorized as two separate variables: Who brings product to the transaction and at what point employees take over the transactions. If these two categories always listed employees and verbal, then there would be no evolution or change modification of interactions. However that was not observed. Modifications of interactions have occurred, to the extent which this paper observed the transformation of exchanges by entity, time, geography plus two categories of transaction tipping points. And by default, this paper observed an evolution of Symbolic Interactions through the streamlining of transactions. This observation subsequently increased businesses’ Weighted-Place Index scores and cost them a bit of their social connection to the past. This is because overall, the lower Weighed-Place Index scores

³² Differences in kind and degree measurements provide variances within each of these dimensions.

businesses have, the more the business is connected to the past on each of the dimensions, hence providing a conduit to social through time.

This study assessed the scaling of businesses as cultural icons cumulating in an index ranging from businesses identified as cultural icons of the locale, to businesses that are global mega-corporations. The five basic dimensions used to assess our study set were: Entity, geography, time, consistency and transactions, and two dimensions specific to businesses were also included. Two codings for geography were run through simulations with both scales valid depending upon their research use. Weighted Cumulative Scores provided this study with a more accurate simulation of reality.

A basic characteristic assessment of businesses which are local cultural icons are that they have received enough assignment by people to be open for over 70 years, they tended to remain in one location and retained a guest/host transactional relationship and these icons give cities a unique sense of place. The specific growth pattern of local businesses is to ensconce within their area by vertical inter-generational use, while in contrast, the growth pattern of global mega-corporations is to expand horizontally. The horizontal expansion then adds toward the depersonalization of cities with the ultimate in sprawl being an urbanized area with no local icons in it. Focal business icons tend to have stores contained within the MSA, zonal business icons cross over state borders as global business icons cross country borders.

This study also assessed the economic development of businesses as it relates to sprawl and being an icon. A co-evolution of customers, businesses, and the relationship between the two exists to the extent that businesses exhibited a combinational variety of variables. Some businesses had verbally-based transactions, others didn't, some businesses had many locations, and some businesses changed their product lines in order to stay afloat. All in all, businesses adapted to their environment with a variety of tactics. By recognizing businesses as artifacts of

cities, this co-evolution of changing customer needs and wants, as well corresponding changes within the businesses, all evidences a macro-level change occurring within cities. To the extent that people and their values change, stores also change to reflect current standards while concurrently carrying a history of prior exchanges. Specifically, while people need food and water to survive, a reasonable supposition is that foods labeled organic or natural were not an option for Mrs. M.M. Waldo's grocery store on Magazine Street in 1864 and yet current grocery stores (i.e., Whole Foods, Klein's Supermarket, Dorignac's Grocery, and Albertsons) carry this selection option. It can be observed, maybe paradoxically, that a pattern of continuity sustains within change. Peoples need for food remains the same, yet we observe a co-evolution of options and desires, which occurred via the introduction of technology. As well, the process of buying is not the same as in 1864. In 1864, customers did not drive their car to Mrs. M.M. Waldo's grocery store, stack frozen meals in a grocery cart, have the UPC label scanned at the register and then pay for the transaction by swiping both their preferred customer card plus debit card. The inclusion of technology has facilitated urban change by allowing grocers to expand their product-line base to be from multiple international locations, drug store chains can have inter-connected pharmacies, and electronic stores can carry the most recent technology. At the same time, technology comes at a price. This is because technology also leeches pieces of basic bonds between individuals to the group through transforming simple interactions. By default, U.S. coffee shops in 1864 could not sell 142 years of history with every cup of coffee, nor did drug stores in 1905 have internet connections, nor did appliance stores in 1890 carry HDTV. But basic urtexts of social interactions and transactions are not premised upon these conditionals. Rather this study notes the fragmentation and revision of interactions, because not all businesses had cumulative Transaction scores of zero. As well, this study supports emotive-based qualitative observations of a loss in sense of community.

This connection to the social or sense of community (McMillan and Chavis 1986) icons foster is truly reflective of the person(s) who assigns value to the characteristics of transactions with the iconic enterprise. Specifically, when the connection ends people emotionally feel a portion of themselves dying (Marshall 2007). Overall there are no single germane characteristics of businesses that can be used to solely distinguish businesses that are an icon from those businesses that fail to become icons. The number of years that a business is in operation is indicative of its acceptance by customers to provide a service to the customers (whether the service is a product or a stand-alone service). Conn's Appliances endurance negated Café du Monde and Morning Call's longevity as being the only contributor. Conn's Appliances has heavy product line replacement and carries the latest technology. At the same time, while place is important, Café du Monde expanded overseas to the Japanese market hence negating its' 141 year legacy as a badge or icon of the French impact on a young developing port town called New Orleans. So Time and Place as separate indicators are not enough to identify icons. Neither is Consistency strong enough of an indicator of iconic status. Consistency can identify businesses which are less likely to be an icon, but when used alone this dimension cannot identify businesses which are an icon. And if transactions could stand alone as the sole indicator of iconic value, then Café du Monde's verbally-based transactions would cancel the effect of their global expansion to Japan. The Transaction mode aids in characterizing businesses with a more social connection but this alone is not enough to quantify iconic status. All in all, each dimension alone is insufficient to quantify businesses as icons. Rather an interactive effect occurs with all dimensions, Time, Place, Transactions, Entity and Consistency providing a contributing portion towards defining businesses as icons. However, when it comes to being a local cultural icon, location carries greater impact with local cultural icons retaining their locational integrity.

This focused assessment of businesses provides a solid foundation for future studies with many observations premised from these thirty cases, five dimensions, and non-experimental research design. Overall this paper recognizes that businesses facilitate change and adaptations in order to survive and grow, with these modifications becoming more important than the original base of the business. Certainly the principal components and findings for this study are important. However more important is the application of Index scores to quantify businesses as markers of change. There has been much chatter about globalization, loss of local culture, loss of social interaction, and global cities (Ritzer 2004, Jacobs 1992, Putnam 2001, Sassen 2001) and through this study's objective to index businesses, change in three areas are recognized: globalization, loss of local culture, and re-formatting of transaction process. Premised upon combining gradients at the most basic level, a scale was formulated and by using business' Index scores as markers, hidden change processes becomes evidenced, observable, and quantifiable with the loss of local and increase in global observed. Key Index scale-tippers are the number of years businesses have been open plus their geographical distribution.

Two factors of neighborhood communities proposed by Riger and Lavrakas (1981) are: social bonding and physical rootedness. So with lesser and lesser businesses having extended time open for social bonding with the residents (as in 70+ years open), and businesses not being rooted in one location, rather having multiple global locations, the application of businesses as markers of culture is valid. As well the change of symbolic interactions embedded within transactions from guest/ host relationship to customers aiding employees in reflexive selling back to the customer, stretches and thins the social distance between businesses and customers. And while it is intriguing to recognize one's cup of Starbucks coffee is simultaneously enjoyed around the world, it is more difficult to emotionally attach to a cup of coffee standardized and formulated by Scientific Management (Taylor 1911) and policy and procedures. The increase in

globally-labeled businesses and concurrent decrease of locally-labeled businesses would indicate a loss of local community compared against a city landscape chiefly having locally-labeled businesses. From this it can be observed that sprawl depersonalizes cities.

As well, overarching findings were observed. The dataset and research method support Weber's theory on the Rise of Capitalism (2004). This study used the same research format as Weber, however he compared two religions. In contrast this study compared thirty businesses. And by including Mr. Binky's in the data set, capitalism was observed with labeling (Becker 1963) assigned to it. This is because Mr. Binky's was a strong enough spike to elicit the human dimension through being defined as deviant and having locational restrictions assessed against it. As well, the human dimension was also supported by K & B's acquiescence to Blue Laws.

An interesting point for future research is the opportunity to limit Entity ranking as nominal and identify it through a decimal point marker. This would provide insights on the urban morphological function of business types through increased research knowledge about both land use and equity in the distribution of goods and services. For example, Mello Joy's Weighted Place Score would change from 10 to 7.3 (0.3 being a space marker for a level three business), Dorignac's Weighted Place Score would remain the same 9.0 because the 0.0 would be the space marker for a level zero business, and Conn's Appliances Weighted Place Score would change from 18 to 14.4. Overall some business score would change at bordering areas between local to focal, focal to zonal, and zonal to global. However overall, the most local score (Morning Call Weighted Place score of 4 changing to 1.3) would still remain local and the most global score (Best Buy Weighted Place score of 27 changing to 23.4) would still remain global. However, recognize performing this modification then diminishes the economic and social weight these businesses manifest.

As a whole this study quantified an index which subsequently provides insights which can be used when assessing urban growth, standardization, and economic development. Additionally this study unveiled the power of change such that all businesses are not created equal. Through interactive effects of various combined dimensions, some businesses can be categorized as local cultural icons, with others falling into the focal, zonal, or global range.

Similar to Leontief's (1986) Input-Output economic analysis format, this research paralleled his format while also bridging a gap through quantifying qualitative livability dimensions held within urban studies. As well, this research format provided researchers plus planners the opportunity to use Leontief's overall design of economic analysis, production, and standards of living; rather through quantifying qualitative data, the format of Leontief's matrix tables are transformed from regional economic impact analyses into quality of life matrices.

Additionally the application of these findings evidences change occurring within the city. The decrease of local businesses is not equally compensated only by an increase of global businesses. Rather there are four types of businesses: local, focal, zonal, and global. Hence the change process can be mapped as: A loss in local businesses occurring could be because of an increase in focal businesses, or an increase in zonal, or global businesses. As well, a loss in focal businesses could be because of an increase in local, zonal, or global businesses. The overall combination of losses and increases of local, focal, zonal, and global businesses continue to revise the urban environment ratio from one hundred percent local businesses to a blend of local, focal, zonal, and global businesses. Sprawl would most likely be an urbanized area having no businesses as local cultural icons within it.

To the extent which this study provided a snapshot of businesses with current rank values, the same research format can be applied to other reference times, in order to reproduce virtual city snapshots. As well, by using businesses as artifacts researchers will then be able to

observe changes as they occur. When viewed and applied to the urban perspective, livable communities should consist of some form of a ratio range between the four business levels (local/ focal/ zonal/ and global businesses). As an example, people might prefer a more local ratio (higher number of local businesses compared to focal, zonal, and global businesses) in comparison to areas of the city, which might have a more global balance. Hence consider planning cities with different local to global ratios scattered throughout the city. Ritzer (2004, p. 202) discusses the dichotomy of urban planners being gamekeepers who oversee the operation of the social world against urban planners as gardeners who take a more active role in guiding urban morphology through plucking, pruning, and guiding urban growth. Depending upon the level of planner involvement, urban planners can use these research findings as tools during community decision making.

Above and beyond virtually reproducing urban change within one city, this study also provides the foundation for comparison between cities to evaluate their ratio-percentages using Weighted-Place Index Scores. Comparing ratio-percentages within a mixture of cities would provide researchers quantifiable insights on globalization patterns within cities.

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Appendices

Appendix A

K & B Drugs

This drugstore chain began in New Orleans, LA and grew to 184 stores in the US southern region (LA, TX, MS, AL, TN, and FL). Their distinct company color used in packing local residents called, “K & B Purple” (Nelson, 2002). When interviewed Sidney Besthoff III stated the distinct color occurred because another retailer, in the early part of 1900s had ordered a railroad car of the paper and then rejected delivery because the purple delivered was not what he had ordered. K & B Drugs bought the paper for cents on the dollar. Listed below is an example of their K & B purple:

Figure 20: K & B Logo.



Source: New Orleans Public Library (2003).

Their archives at the UNO library consisted of both artifacts and papers. The papers were policy and procedure handbooks, financial spread sheets and typical papers found in any decision-makers office. While their company rule books listed the overall operating procedures for the company, their same rule books discuss the policy and procedure for interfacing with local news papers (Store Rules Book A-K, 1996, p.77). An interesting procedure listed is the background checking based on different job classifications (ibid, p. 294a, b). While background

record checks were performed on all executive level, pharmacists, floor managers, truck drivers, non-exempt store personnel, distribution center and clerical office people, only executives (level 1-3) had psychological profiling, truck drivers and distribution center personnel had criminal background checks, and at the same time pharmacists were the only group not required to submit to a drug screen. Their spread sheet for the "Tax & Licenses Department" charted specific procedures necessary for listed states (New Store Book, Pp. 25, 26). Specifically, some states require a state level liquor & beer permit, other states have a city or county alcoholic beverage permit, and some states have a separate permit for wine and beer, in addition to their city or parish alcoholic beverage permit. One state required a permit to sell milk and ice cream and one state required a "State Seed Dealer Permit."

Many of their financial papers list US Department of Commerce, Census of Retail Trade data. This allowed K & B Drugs to assess their market share of Total Drug Store Sales for Louisiana to Total Retail Sales and then calculate their sales as a percent of Total Retail Sales as well as Total Drug Store Sales (Besthoff 1995). Other charts were also listed in the archives. Their personnel papers charted different management levels (manager, assistant manager, relief and floor manager) against the number of people in the positions and the turnover rate (i.e., "14 out of 32 stayed less than 90 days"), same with pharmacy, janitor, and cashier personnel (Fiegenschue 1995, Pp. 1-4). Cashiers had the highest turnover with 1270 staying less than 90 days, with the same memo comments stating:

Worst problem facing K & B at this time. Cashier terminations effect every facet of store business. New employees (as they are training) run off customers, make costly \$\$ mistakes, order merchandise inadequately, have no loyalty, and contribute very little. Part time cashier turnover is critical. Must start cashiers at 4.40 hour this year and 4.45/hr. in 1996. K & B's job description is much more complex than that of our competition.

Appendix B

McKenzie's Bakery

With thirty-nine stores in New Orleans MSA, this multi-generational bakery had amassed a wide following for their bakery products. When the regional chain announced their permanent closure, customers drove from neighboring states for final purchases from McKenzie's. Figure 21 below displays McKenzie's store front.

Figure 21: Photograph of McKenzie's Bakery store.



Source: McCusker (2000).

A comparison of McKenzie's photograph with Café du Monde and Bad Ass Coffee photographs evidences McKenzie's Bakeries located within strip malls. In contrast Bad Ass Coffee chose strip mall end sites to facilitate drive through operations. Café du Monde locations have both strip mall end sites and free standing units.

Appendix C

Whole Foods Grocery

Whole Foods is an Austin-based natural/organic grocery store which opened in 1980 and has 168 stores worldwide. A comparison of their advertisement (Figure 22 below) against

Figure 22: Whole Foods Advertisement.

The advertisement features a photograph of a young child with blonde hair, wearing a red shirt, holding a white plate up to their face. Below the photo, the text reads: "Artificial ingredients belong in crayons, not kids." This is followed by a paragraph explaining that products like mac 'n' cheese, fruit juice, and peanut butter are the beginning of a variety of pure, healthy Whole Kids Organic foods. A table lists everyday prices for popular products, and the Whole Foods logo is at the bottom right.

Artificial ingredients
belong in crayons, not kids.

Mac 'n' cheese, fruit juice and peanut butter — kid staples — are just the beginning of our wide variety of pure, healthy Whole Kids Organic™ foods. Whether you're shopping for toddlers or teens, you'll find kid-tested favorites in delicious and wholesome versions that are free of artificial preservatives, colors, flavors, sweeteners and hydrogenated fats.

WHOLE KIDS

EVERYDAY PRICES FOR SOME OF OUR POPULAR WHOLE KIDS ORGANIC™ PRODUCTS

PEANUT BUTTER \$2.99/lb <small>Trinidad County</small>	BERRY SPREAD \$3.29/lb <small>Trinidad or Wood River</small>	MACARONI & CHEESE \$2.99/lb <small>White or Orange Sauce</small>	CEREAL \$2.99/11.5oz <small>Strawberry, Orange, Hot Cocoa, Apple or Wild Berry</small>	SOYMILK \$1.99/gallon <small>Unsweetened or Vanilla</small>	MINI WAFFLES \$2.29/10oz
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WESTARKE 3428 Veterans Blvd.
At the Intersection of Service and Veterans
just north of I-35
Open 8 a.m. to 10 p.m. every day
504.888.8221

ARABELLA STATION 3600 Magalloway Dr.
Open 8 a.m. to 9 p.m. Monday - Saturday
8 a.m. to 8 p.m. Sunday
504.295.8225

WHOLE FOODS
We Love Food.

www.wholefoodsmarket.com

Source: *Times-Picayune* (2005).

Dorignac's and Klein's Grocers (Appendices D and E, pages 132 and 133) evidences Whole Foods differentiating themselves as an ally against introducing artificial preservatives, colors, flavors, sweeteners, hydrogenated fats into the reader's children. In contrast to other grocery

stores one consumer mentioned, “I have never seen anything on sale at Whole Foods, nor have I seen a sale flyer from Whole Foods” (Brumley 2007).

Appendix D

Dorignac's Grocery

Many similarities were observed between Dorignac's and Klein's Grocery store. In addition to both being single-store locations, employee interactions with customers involved, a few products were specific enough to be premised upon unique preferences, and for both grocers, the store lay out reflected more of a business adapting and revising to customer needs through time as compared to compartmentalized sections combined with strong concept theming. Listed below in Figure 23 is an advertisement from Dorignac's Grocery.

Figure 23: Dorignac's Advertisement.

MORRELL CORNED BEEF BRISKET 2.29 LB.
FARM FRESH CABBAGE 25¢ LB.
FRESH LOUISIANA STRAWBERRIES 1.99 1 LB. CLAMSHELL

Dorignac's
The Best is Better!
...NOW MORE THAN EVER
710 VETERANS BLVD. • 834-8216
A FAMILY TRADITION SINCE 1947
WE ACCEPT MASTERCARD • VISA • DISCOVER • AMERICAN EXPRESS • DEBIT CARD

STORE HOURS
MON. THRU SAT. 7AM-10PM
SUNDAY 7AM-7PM

Sells Only The Finest
Angus Pride U.S.D.A. Choice Beef

ANGUS PRIDE BONELESS BEEF RUMP ROAST "SUPER TRIM" 2.69 LB.
• BOTTOM ROUND ROAST OR STEAK LB. 2.89

HORMEL FRESH BOSTON BUTT WHOLE 1 TO BAG 1.39 LB.
• BONE-IN ROAST LB. 1.59
• BONELESS ROAST LB. 1.79
• WESTERN RIBS LB. 1.59

SANDERSON FARMS NATURAL BONELESS BREAST 2.29 LB. (6 HALVES)
• BREAST TENDERS OR FILLETS LB. 3.19

ANGUS PRIDE BONELESS BEEF BRISKET ROAST EXTRA LEAN LB. 2.99
3 LBS OR MORE LESS THAN 3 LBS
FRESH GROUND ROUND LB. 1.99 LB. 2.19
MANDA SMOKED SAUSAGE HOT OR MILD .12 OZ. 1.69

HORMEL PORK TENDER LOINS ALWAYS TENDER OR NATURAL LB. 3.99
FRESH FAMILY PACK FRYER DRUMSTICKS OR BONE-IN THIGHS LB. 79¢

OSCAR MAYER SLICED BACON .750 POUNDS/PACK .16 OZ. 3.49
OSCAR MAYER FUN PACK LUNCHABLES EA. 1.79
BRYAN SLICED BOLOGNA, SALAMI OR ALL MEAT WIENERS 12 OZ. 1.29

FARM FRESH PRODUCE EVERYDAY • GUARANTEED!

Source: *Times-Picayune* (2005).

Compared to Klein's (Appendix E, page 133) and Whole Foods (Appendix C, page 130) advertisements, Dorignac's and Klein's tend to carry similar formatting premised in showing a product with simple description and price, while Whole Foods emphasizes the concept of nothing artificial is in what they sell.

Appendix E

Klein's Supermarket

In contrast to Dorignac's advertisement listing address and phone in the header area, and Whole Foods not listing prices or hours of operations in their advertisements, Klein's Supermarket has a map plus store front photographic insert in the weekly advertisements. See Figure 24 below.

Figure 24: Klein's Supermarket Advertisement.

KLEIN'S SUPER MARKET
FOUNDED 1922 83 YEARS FRIENDLY SERVICE
FOOD & PHARMACY
FOUNDED 1922 83 YEARS FRIENDLY SERVICE
YOUR "HOMETOWN" GROCERY STORE
1200 WEST MAIN STREET, TOMBALL
FOOD PHONE NO. 281-351-4091 PHARMACY PHONE NO. 281-351-4961

Map showing location in Tomball, TX.

U.S.D.A. INSPECTED FRESH PORK
FAMILY PACK LOIN END CUT 6-8 COUNT PACKAGE
Pork Chops
99¢ LB.
FRESH CUT IN KLEIN'S MEAT MARKET
LIMIT 2 WITH \$10.00 ADDITIONAL PURCHASE

TYSON GRADE "A"
Whole Chickens
59¢ LB.
KLEIN'S HANDLES ONLY GRADE "A" POULTRY

EXCELLENT FOR CHICKEN FRY
U.S.D.A. INSPECTED HEAVY BEEF
Tenderized Beef Cutlets
\$2.99 LB.
FRESH CUT IN KLEIN'S MEAT MARKET

U.S.D.A. INSPECTED HEAVY BEEF
Boneless Lean Market Trimmed Briskets
\$1.99 LB.
WHOLE OR HALF
FRESH CUT IN KLEIN'S MEAT MARKET

U.S.D.A. INSPECTED HEAVY BEEF
Ground Beef Patties
\$1.99 LB.
EACH PATTY WEIGHS 1/2 LB.
MADE FRESH SEVERAL TIMES DAILY AT KLEIN'S

Prices Effective: Oct. 12 - Oct. 18, 2005
Wed. 12 Thurs. 13 Fri. 14 Sat. 15 Sun. 16 Mon. 17 Tues. 18

DOUBLE MFGS. COUPONS UP TO AND INCLUDING \$10 VALUE.

OPEN SUNDAYS
10 AM - 9 PM
MONDAY-SATURDAY 7 AM-10 PM

Source: Klein's Supermarket Flyer (2005).

In addition to the family grocery store, for many years the Klein family also ran the nearby mortuary plus bank in Tomball TX.

Appendix F

Brocato's Confectionery

Lemon ice, zuppa inglese, straciatella, spumoni, gelato and Italian cookies. "It's just one of the threads that bind this community," Wendeling stated as he discussed Brocato's Confectionery post-Katrina (Nossiter 2006) and their advertisement (see below) also reflects how a taste of New Orleans Sicilian history can be bought by the scoopful or cookie at Brocato's Confectionery. The store, "is almost exactly the same as it was when Angelo Brocato opened his first ice cream parlor in the French Quarter 100 years ago this summer" (Walker 2005). Brocato's began as a little ice cream parlor in the Little Palermo area of the French Quarter before relocating to the current location.

Figure 25: Brocato's Confectionery Advertisement.

ANGELO BROCATO®
Homemade Italian Ice Cream & Pastries Since 1905

Italian Specialty Ice Creams

- Spumoni
- Sciallotti
- Cassata
- Venice
- Torroncino
- Bisquit Tortoni

Homemade Fresh Fruit Italian Ice Seasonal

- Lemon
- Louisiana Blueberry
- Raspberry
- Peach
- Strawberry
- Watermelon
- Orange
- Lime
- Louisiana Strawberry
- Cantaloupe
- Mango

Homemade Gelato

- Baci
- Amaretto
- Tira mi su
- Fiore Di Latte
- Noccola (Hazelnut)
- Castagna (Sicilian Chestnut)
- Pistachio
- White Chocolate Almond
- Moka and many others

Pastries Made in House

- Sicilian Cannoli
- Almond Crescents
- Eclairs
- Cream Puffs
- Tira mi su
- Sicilian Cassata Cake
- Baba Rum
- and many others

Large Assortment of Italian Biscotti, Cappuccino & Espresso

214 N. Carrollton Ave. • 486-0078

Source: Best of New Orleans (2002).

Brocato's continues to make their products with the same recipes as their three prior generations while keeping an eye on the divergence between quality and cost effectiveness. "The quality that we maintain is something that was bred into us as children. The thing you never compromise is quality of your merchandise, as well as the care and the time. No shortcuts. I think that's the key to our longevity," states Arthur Brocato (grandson of Angelo Brocato) (Walker 2005). More intriguing is Brocato's consistent use of recipes indicates standardization isn't a characteristic limited to multi-national corporations.

Appendix G

Café du Monde

Café du Monde opened in 1864 and while having a regional impact in the New Orleans and Baton Rouge area the coffee house also expanded their market to include stores in Japan. See Figure 26 below.

Figure 26: Two photographs of Café du Monde Undated.



Source: Café du Monde (2005).

Note consistency of building structure when comparing older image on left with newer image on right. While Café du Monde retained damages due to Hurricane Katrina, after repairs the 142 year business returned to serving café au lait (coffee with hot milk) and beignets.

Appendix H

Morning Call Coffee

Menu options at Morning Call Coffee are premised upon two main products: Coffee and Beignets. While coffee is brewed in front of the house, kitchen operations at Morning Call Coffee prepare and fry beignets (water and flour-based dough not as sweet as doughnuts) in hot grease until light brown in color, then sprinkling with powdered sugar. See Figure 27 below.

Figure 27: Morning Call Coffee 1969.



Source: New Orleans Public Library (2003).

Note the waiter and cook both wearing sanitary head-wear, however waiter is selecting beignets by hand. In contrast to contemporary frying, this 1969 photograph does not show LED timers and automated fry-cooker equipment. Rather the cook evaluates product preparation and completion.

Appendix I

Bad Ass Coffee Company

The Bad Ass Coffee store in Houston was at the north end of the strip mall, to facilitate drive-thru customers. Their walk-up counter top was located at store rear, allowing customers to walk past table and chairs, television set and loveseats, plus 3 ½ foot high Plexiglas volcano. See Figure 28 below of store front.

Figure 28: Photograph of Bad Ass Coffee Shop.



Source: Author

Bad Ass Coffee Shop is premised upon Hawaiian theme-ing with Kona coffee as the main coffee option and flavored syrups plus various add-ons available.

Appendix J

Wal-Mart Stores

Recognizing that, “In Arkansas, the women cooked with whatever they had on hand and ‘made-do’ with what they had.... Money was not readily available, but food was usually plentiful” Devers (1983, p. 2), it becomes clear that Sam Walton’s main objective to be successful was premised in the opportunity to bring lower prices to his neighbors (Fishman, 2006). This in turn allowed him quicker turn over of inventory and higher annual sales when contrasted against competitors. In 1945 he borrowed \$25,000 to buy the Ben Franklin variety store in Newport, AR and within five years, “Walton had turned his Ben Franklin into the largest variety store in Arkansas. With \$250,000 in annual sales, it was the most profitable Ben Franklin in the six-state region” (Fishman 2006, p. 36). Sixty years later Wal-Mart is in ten countries but their global expansion has not occurred without costs along the way.

While the main premise was to profit through providing customers with lower prices, ancillary costs have occurred. Many academic papers evidenced fiscal draining of near-by smaller store competitors (Stone 1988, 1997) as well as an overall fiscal depletion of counties (Goetz and Swaminathan 2004) while other accounts recognize how Wal-Mart impacts the American economy (Dicker 2005, Fishman 2006).

Appendix K

Conn's Appliances

In 1890 Conn's began in Southeast Texas and has evolved into a regionally-based retailer. However their selling of current technology as well as a disconnection between product lines (electronics and mattresses) caused their Index score to be higher than global Café du Monde. See Figure 29 below.

Figure 29: Conn's Appliances Advertisement.

The advertisement features the Conn's logo at the top left, with the tagline "Since 1890" and a blue starburst badge that says "AWARD WINNING SERVICE". Below the logo, it lists product categories: "Appliances Electronics Lawn Equipment Mattresses Computers".

Two financing offers are prominently displayed on the right side:

- 18 Months No Interest**** on select Appliances, Electronics and Serta Mattress Sets. With approved credit & timely payments. Down payment may be required. See page 10 for details.
- 12 Months No Interest**** on select CPUs, Cameras & Camcorders. With approved credit & timely payments. Down payment may be required. See page 10 for details.

A yellow circle on the right side of the flyer states: **6 Convenient Locations in Louisiana**. See maps on back page.

The central part of the flyer features three product promotions:

- 65" Monitor**: A Toshiba 65" HD Monitor. Features include Theater Shield, SRS WOW Sound, HDMI Digital Input, and IR Output. **FINAL PRICE: 1599⁹⁹** (as low as \$3/Mo.*). Model: 65H35.
- 15" LCD TV**: A Sylvania 15" LCD TV. Features include Resistor: 640 x 480, Composite Video Input, and HD Compatible. **SAVE \$70!** **FINAL PRICE: 249⁹⁹** (as low as \$5/Mo.*). Model: 6415FA.
- Special Purchase**: An Extra Large Capacity Washer and Electric Dryer. The washer features 7 Cycles, 2 Speed Combinations, 4 Wash/Rinse Temps, and 4 Water Levels. The electric dryer features 4 Cycles, 3 Temps, and AutoDry. **30 Mail-In Rebate!** **FINAL PRICE: 449⁹⁹** (FOR THE PAIR as low as \$6/Mo.*). \$479.99 + \$30 MAIL-IN REBATE = \$449.99. 2410707090/25244490.

Source: Conn's Appliances Flyer (2006).

Appendix L

References for Figure 6.

Business	Type	References
Dorignac's	Grocery	Dorignac's Groceries. (2005) Personal Communication (504) 834-8216. Polk Directory. (1994) <i>1994 New Orleans Suburban Louisiana City Directory</i> . Dallas: Polk Publishing.
Klein's Groceries	Grocery	Site visits and spoke with cashiers, clerks, owner.
King Soopers	Grocery	The Kroger Co. (2007) "Supermarkets." Contains listing of King Soopers stores.
Albertson's	Grocery	Albertson's. (2005) "Albertsons-About Albertsons." Accessed from World Wide Web http://www.albertsons.com/abs_about_albertsons/albertsonsfacts/default.asp . Last updated 2005. Accessed in 2005. "Canned Foods." <i>Times Picayune</i> . April 22, 2005. Section C, p. C-1, col. 2. Thomas, Greg. (2004) "N.O. Tough Market for Grocer." <i>Times-Picayune</i> . April 25, 2004. Money Section, F, Pp. F1, F8. White, Jaquetta and Mary Judice. (2004) "Albertsons bowing out of N.O. grocery scene." <i>Times-Picayune</i> . April 17, 2004, Money Section, C, Pp. C1, C5, cols 2-4.
Whole Foods	Grocery (Natural/Organic)	"Canned Foods." <i>Times Picayune</i> . April 22, 2005. Section C, p. C-1, col. 2. Whole Foods Market. (2005) "Whole Foods Market- Our History." Accessed from World Wide Web: http://www.wholefoodsmarket.com/company/history.html . Last updated 2005. Accessed in 2005.

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Wal-Mart	Drug & Discount store	Wal-Mart Stores. (2005) “Wal-Mart Stores.” Accessed from World Wide Web: http://http:wal martstores.com/wmstores/wmstores/ Mainabout.jsp > Last updated 2005. Accessed in 2005.
Foss Drugs	Drugstore	Foss Drugs. (2005) “Foss Company History.” Accessed from World Wide Web: http://fossco.com/pages/about.html . Accessed in 2006.
Judice Inn	Hamburger Stand	<p>Judice Inn. (2006) “Judice Inn Brief History of a Family Business.” Accessed from World Wide Web: http://judiceinn.com/JI_HISTORY.htm. Accessed in 2006.</p> <p>Judice Inn. (2006) “Judice Inn Home.” Accessed from World Wide Web: http://judiceinn.com. Accessed in 2006.</p>
Bud’s Broiler	Hamburger Stand	Bud’s Broiler. (2007) “Bud’s Broiler-New Orleans’ Original.” Accessed from World Wide Web: http://budsbroiler.com/history.shtml . Last updated 2007. Accessed in 2007.
WhataBurger	Hamburger Stand	WhataBurger. (2007) “WhataBurger News Alert.” Accessed from World Wide Web: http://whataburger.com/news_release_details.php . Accessed in 2007.
Sonic Drive In	Hamburger Stand	<p>Sonic Corporation. (2006) “2006 Annual Report.” Listed map with Sonic locations.</p> <p>Sonic Drive In. (2007) “Sonic_Backgrounder.” Accessed from World Wide Web: http://sonicdrivein.com/business/profile/backgrounder.jsp. Last updated 2007. Accessed in 2007.</p>
Burger King	Hamburger Stand	<p>Burger King. (2007) “BK Worldwide.” Accessed from World Wide Web: http://burgerking.com/bkglobal/asp. Last updated 2007. Accessed in 2007.</p> <p>Burger King. (2007) “BKC Facts.” Accessed from World Wide Web: http://bk.com. Last updated 2007. Accessed in 2007.</p>

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Taco Bell	Mexican Prepared Foods	Taco Bell. (2007) "Our Company: History." Accessed from World Wide Web: http://www.tacobell.com . Last updated in 2007. Accessed on February 10 2007.
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Brocato's	Ice Cream, Confectionery	<p>Angelo Brocatos. (2005) "Angelo Brocato's Italian Ice Cream & Italian Desserts: Home Page." Accessed from World Wide Web http://angelobrocatoicecream.com. Last Updated 2004. Accessed in 2005.</p> <p>Best of New Orleans. (2002) <i>Cuisine Menu Guide</i>. Brocato's Advertisement. Accessed from World Wide Web http://www.bestofneworleans.com/cuis/menuguide /020730/index.html. Last updated 2000. Accessed in 2007.</p> <p>Grady, Bill. (1992) "Ice cream business is all in the family." <i>Times Picayune</i>. May 24, 1992. Metro Section, B Section, Pp. 1, 2, Cols. 2-6.</p> <p>Nossiter, Adam. (2006) "New Orleans Savors Sweet, Haute Rebirth." <i>The Denver Post</i>, First Section, October 1, p. 23A, cols. 1,2.</p>

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Morning Call Coffee	Coffee shop	<p>Morning Call Coffee Stand. (2006) "Morning Call Coffee Stand- New Orleans' Most Famous Coffee Drinking Place." Accessed from World Wide Web: http://morningcallcoffee.com/ and http://morningcallcoffeestand.com/html/history.html. Both website last updated 2006. Both websites accessed in 2006.</p> <p>New Orleans Public Library. (2003) <i>Nutrias Images of the Month Archive</i>. Photograph of Morning Call Coffee, 1969. Accessed from World Wide Web: http://www.nutrias.org/~nopl/monthly/allimg.htm. Website last updated December 31, 2003. Accessed on internet January 11, 2006.</p>
PJ's Coffee	Coffee shop	<p>PJ's Coffee. (2006) "PJ's Coffee-A specialty coffee company offering franchise opportunities." Accessed from World Wide Web: http://pjscoffee.com/customer/Locations.php. Accessed on February 13, 2006.</p>
Starbucks	Coffee shop	<p>Ricks, Thomas and Liz Spayd. (2004) "Quasi-Starbucks Brings US Troops Taste of Home." <i>Houston Chronicle</i>. February 1, 2004, p. A1.</p> <p>Starbucks. (2005) "Starbucks- About Us." Accessed from World Wide Web http://www.starbucks.com/aboutus/default.asp "Starbucks Coffee International" Accessed from World Wide Web http://www.starbucks.com/aboutus/international.asp Both last updated in 2005. Both accessed August 18, 2005.</p>
Bad Ass Coffee	Coffee shop	<p>Bad Ass Coffee. (2006) "The Bad Ass Coffee Co. Coffee with an Attitude." Accessed from World Wide Web: http://www.badasscoffee.com/storedirectory.php. Accessed in 2006.</p>
Mello Joy Coffee	Coffee shop	<p>Mello Joy Coffee Houses. (2006) Store listings located through Yellow Pages. Accessed from World Wide Web: http://yellowpages.superpages.com/listings. Last updated 2006. Accessed February 13, 2006.</p> <p>Mello Joy-The Original Cajun Coffee. (2006) "Mello Joy." Accessed from World Wide Web: http://mellojoy.com/. Last updated 2006. Accessed February 13, 2006.</p>
Conn's Appliances	Appliance/ Electronic store	<p>Conn's Appliances. (2005) "Welcome to Conns.com." Accessed from World Wide Web: http://www.conns.com/new/locations.php. Last updated 2005. Accessed on November 19, 2005.</p>
Best Buy	Appliance/ Electronic store	<p>Best Buy. (2007) "Company Information." Accessed from World Wide Web: http://www.bestbuy.com. Accessed February 22, 2007.</p>

		Wikipedia. (2007) "Best Buy." Accessed from World Wide Web: http://www.en.wikipedia.org/wiki/Best_buy . Last updated February 20, 2007. Accessed February 22, 2007.
Appliance World	Appliance/ Electronic store	ApplianceWorld. (2006) "Appliance World & Home Theater-About Us." Accessed from World Wide Web: http://www.applianceworldstores.com . Website last updated in 2007. Accessed February 22, 2007.
Mr. Binky's Adult Shoppes	Adult entertainment	Mr. Binkys Adult Shoppes. (2005) Store listings located through www.msn.com , Yellow Pages. Accessed from World Wide Web: http://yellowpages.superpages.com/listings.jsp?SRC=msn&STYPE=S&R=N&C=&N=Mr.+Binky%27s+Adult&T=&S=LA&search=Find+It . Website last updated in 2005. Accessed in 2005. ----- (2001) "Mr. Binky's Adult Video Superstore." <i>Times-Picayune</i> , Lagniappe Section, July 6, p. 18, cols. 1, 2.

Figure 30: References of Cases in Data Set. Data compiled from ^(a) Company websites, ^(b) telephone calls/ visits, ^(c) *Times-Picayune* articles, ^(d) archives/ written references.

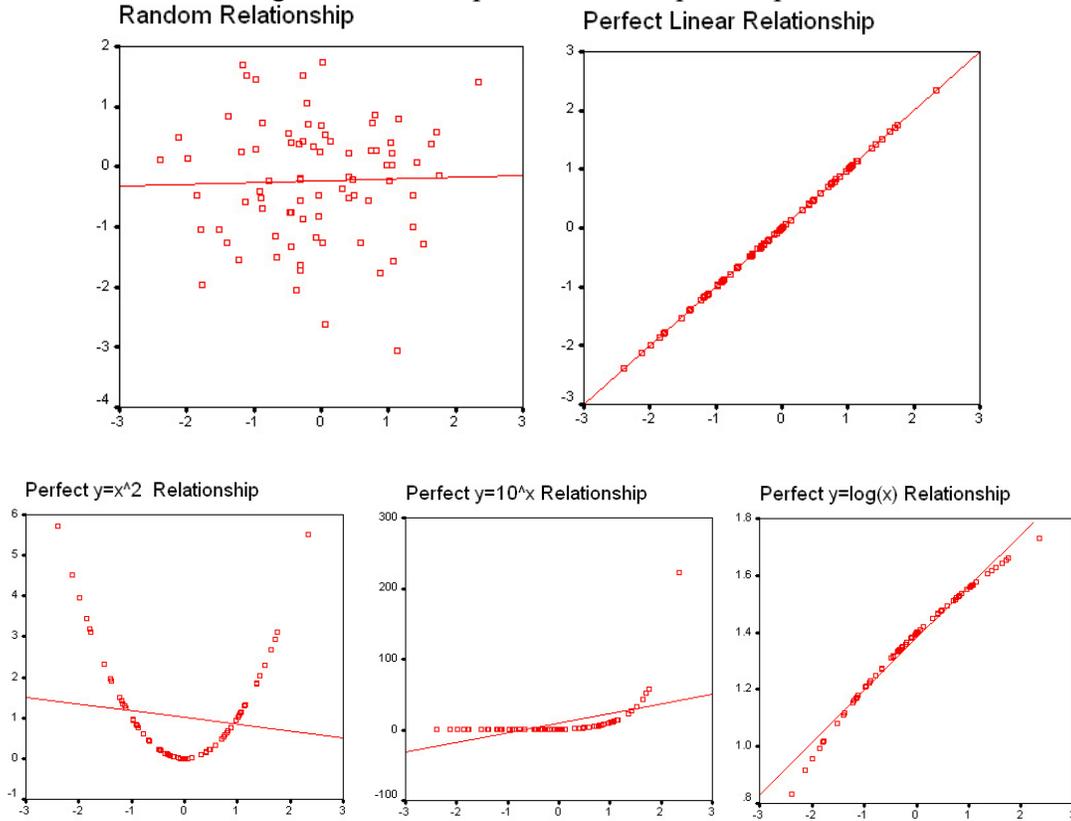
Appendix M

Scatterplot Insights

Scatterplots are a useful tool when assessing variable relationships. Listed on the next page, in Figure 31 (listed on following page) are five examples displaying how the process of mapping scatterplots plus slope lines are another tool researchers can use when assessing variable relationships. The first graph displays a relatively flat, low angled slope line with data points fairly equally distributed throughout the graph, showing no distinct trends. This first graph displays a data set with no relationship between the variables. An example of this could be the relationship between IQ and shoe size. The next graph displays a perfect linear relationship occurring with the increase of one variable proportionately increasing with the other variable, note the slope is at a 45 degree angle and all data points fall into the slope line. Perhaps this slope type could occur when charting the amount of alcohol consumed against blood alcohol content levels.

While the slope is close to being a flat horizontal line, guiding the researcher towards a non-relationship between variables, the data points display a curvilinear relationship. An example could be the relationship between number of medical visits and age, where there are many visits when young, less visits during the middle years, and then medical visits increase as one becomes older. The exponential example ($10^x = y$) also has a slope line close to being horizontal, hence incorrectly directing the researcher towards a non-existent relationship. The data points for this example display an upper curve of change on the right graph side which would go off the chart if continued.

Figure 31: Scatterplot Relationship Examples.



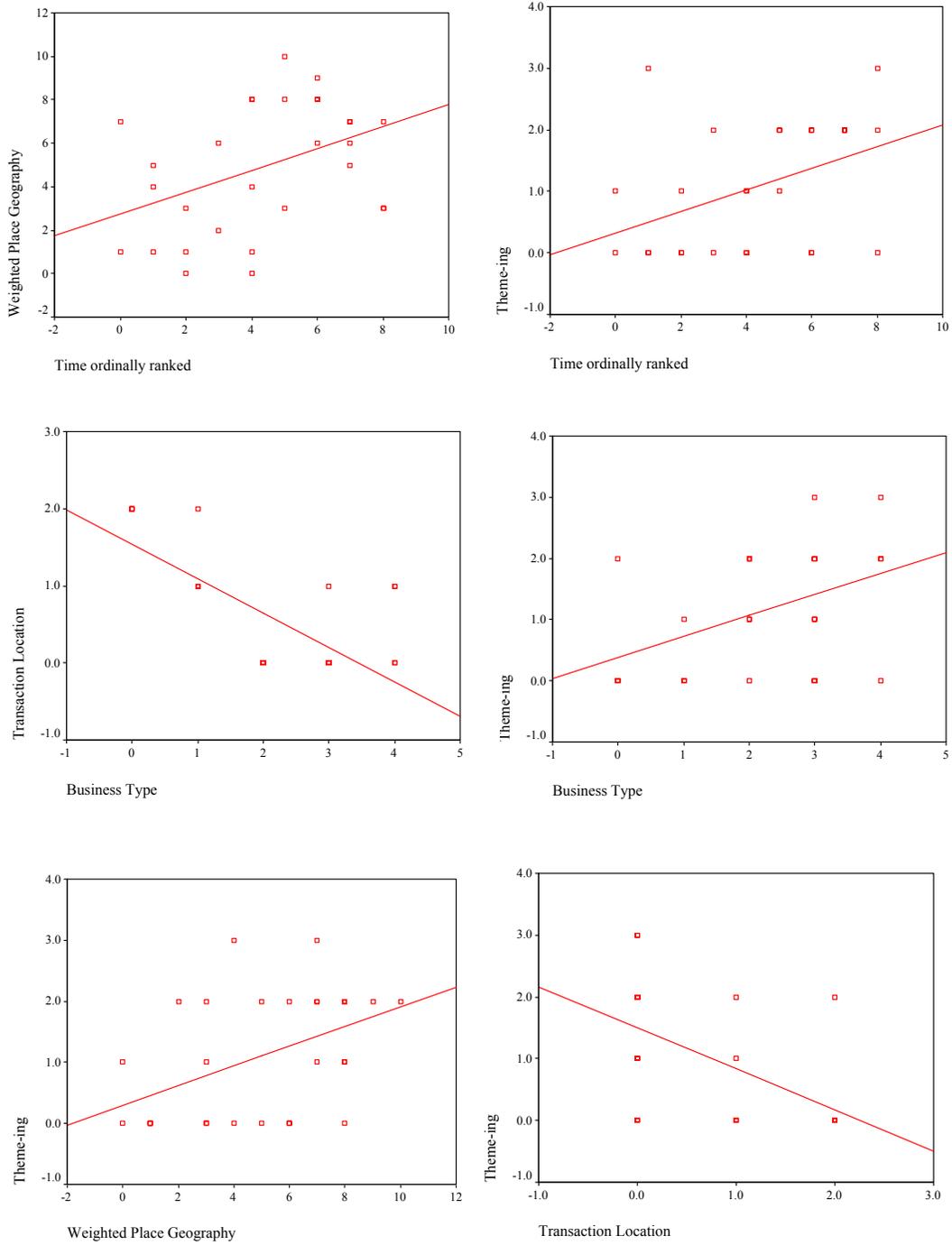
Source: Wildgen, John (2007).

An example of this data curve occurred when the author was weighing a sample which was sensitive to ambient moisture. We took timed readings every ten seconds (the author calling out the weight values, co-hort calling ‘time’ every ten seconds). Weights and times were then plotted, and the curve slope brought us back to the samples original weight. The log example is the most interesting because while the slope line correctly displays its interpretation of the data set and aligns the points into a straight line, in fact the data set curves into an arch. This is a more sensitive data set which is more easily overlooked by researchers.

Figure 32, located on the following page, displays the data points and slope lines for regression and crosstab analysis performed in this study. The first row of scatterplots displays two relationships. The left one is a scatterplot between Time ordinaly ranked and Weighted-

Place Geography and the right scatterplot displays the relationship between Time ordinally ranked and Theme-ing.

Figure 32: Some Scatterplots of Data Set Variables.



Source: Author.

For the first scatterplot, the slope line displays change and the data points are scattered enough above and below the slope line that no hidden data trends are observed. The right scatterplot displays the relationship between Time ordinally ranked and Theme-ing. Again, an angled slope is observed and the data points do not support hidden trends.

In the middle row of scatterplots, the left graph plots the trend between business type and transaction. The second graph plots the trend between business type and theme-ing. The scatterplot of business type against transaction location displays a strongly diagonal slope with the data set supporting it. For this specific graph, the trend observed was that specific types of businesses tend to have specific types of transaction locations (verbal, counter top, or conveyor belt). As well, the right scatterplot displays the relationship between business type and theme-ing. Note the diagonal slope displaying change, with the data set supporting this finding. This relationship supports that as business types tended to progress away from grocery and drug stores, then theme-ing tended to increase within the businesses. More specifically, light theme-ing and blended focus tends to occur more.

The last two scatterplots display the relationship between Weighted-Place Geography and Theme-ing as well, the relationship between Transaction Location and Theme-ing. The diagonal slope for Weighted-Place Geography and Theme-ing displays a correlating relationship between the two variables such that, as geographical store distribution increases in number, then theme-ing also increases in intensity. The slope as well as the data set supports this finding. The final scatterplot displays the relationship between Transaction Location and Theme-ing with a diagonal slope pointing to the lower right. This is interesting because, when the transaction location changes from verbal to the counter top and then to the conveyor belt, then theme-ing tends to decrease in the business type.

Vita

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