

Balancing Heritage and Innovation in Marketing

Bradford Hudson



HISTORIC HOTELS
of AMERICA
National Trust *for* Historic Preservation™



BOSTON
COLLEGE



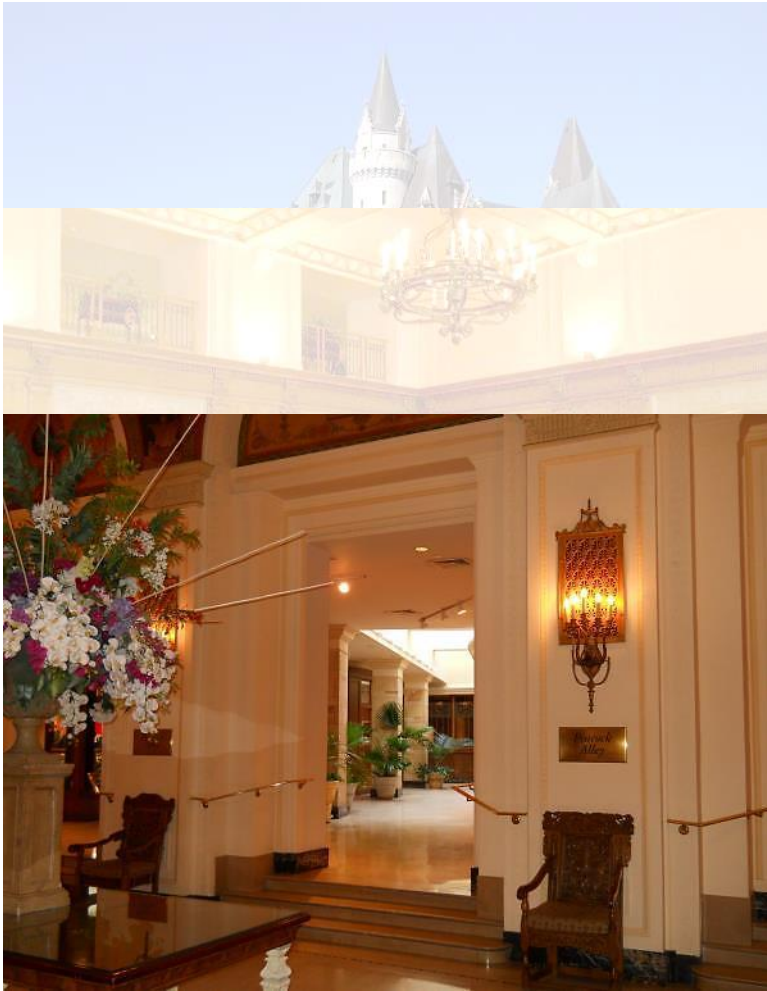
HISTORIC HOTELS



HISTORIC HOTELS



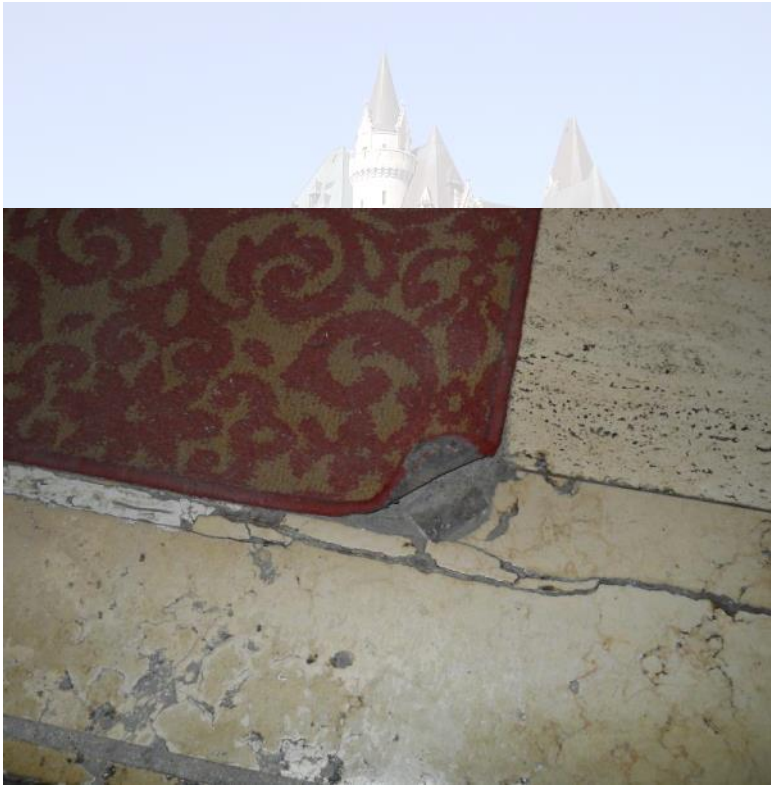
HISTORIC HOTELS



HISTORIC HOTELS



























Industry Report | Retail

Who are the Millennial shoppers? And what do they *really* want?





Millennials Driving Change

 accenture

Industry Report: Retail

Who are the Millennial shoppers?
And what do they *really* want?



The
Economist

World politics

Business & finance

Economics

Science & technology

Out with the old, in with the new



Millennials Driving Change

accenture

Industry Report: Retail

Who are the Millennial shoppers?
And what do they *really* want?



Google → Google

The
Economist

World politics

Business & finance

Economics

Science & technology

Out with the old, in with the new

BusinessWire
A Berkshire Hathaway Company

Millennials Driving Change

accenture

Industry Report: Retail

Who are the Millennial shoppers?
And what do they *really* want?





Inc.

Q SEARCH

NEWSLETTERS

FOLLOW

SUBSCRIBE



INNOVATE

How to Stay Relevant in an Age of Disruption

Long-term success depends on staying ahead of the competition--and in close touch with your customers.

The
Economist

World politics Business & finance Economics Science & technology

Out with the old, in with the new



Millennials Driving Change

 **accenture**

Industry Report: Retail

Who are the Millennial shoppers?
And what do they *really* want?





Inc.

Q SEARCH

NEWSLETTERS

FOLLOW

SUBSCRIBE



How to Stay Relevant in an Age of Disruption

Long-term success depends on staying ahead of the competition--and in close touch with your customers.

The
Economist

World politics Business & finance Economics Science & technology

Out with the old, in with the new



Millennials Driving Change

accenture

Industry Report: Retail

Who are the Millennial shoppers?
And what do they *really* want?





BAD

**Historic
Old**



**Innovative
New**

GOOD



BAD

**Historic
Old**



**Innovative
New**

GOOD

- **Do NOT promote your history**
- **Broaden your customer base**
- **Update your products**
- **Reposition your brand**



NEWS ROOM

[Press Kit](#) [Media Contacts](#) [About Us](#) [Awards](#) [Fact Sheet](#) [Gold Standards](#)

The Ritz-Carlton Hotel Company Launches New Brand Voice



Timeless legacy demands attention to build relevance for the next generation of luxury consumers

CHEVY CHASE, MD – SEPTEMBER 10, 2015 – The Ritz-Carlton Hotel Company, L.L.C. unveiled today a newly designed brand logo and brand voice that will be implemented across all guest touch points over the next year. The move to clarify, simplify and amplify the luxury brand's identity comes after a decade of brand evolution and has been created to purposefully maintain the iconic luxury hotel company's position with a new generation of guests globally. This is the first time in the 32 year history of The Ritz-Carlton that any changes have been made to the revered lion and crown.

"Today we celebrate a defining moment in the legacy of The Ritz-Carlton with an updated brand logo, and a new blue" said Hervé Humler, President and Chief Operating Officer, The Ritz-Carlton Hotel Company, L.L.C. and one of the brand founders.

The Ritz-Carlton assessed the need to evolve and over the last ten years, significant changes made have seen positive corresponding shifts in key brand metrics. Everything from the brands design strategy, the locations selected to open new hotels, the service style, grooming standards and the removal of the formal dining experience have all been re-designed, re-invented or replaced. There is evidence to suggest that by identifying shifts and leading change, the brand had, and has, the potential to continue to benefit today just like it has in the past. "We believe as an iconic brand that it is our responsibility to provide thought-leadership to drive change in the luxury and hospitality arena," continued Humler.

At its inception, The Ritz-Carlton was known exclusively as a hotel company. Today, the organization has developed several very successful brand extensions which include Residences, Destination Clubs, Ritz-Carlton Reserve, a Leadership Center, Retail, Golf Clubs and a philanthropic foundation, Community Footprints. They are not only the largest provider of luxury spas in the United States, but one of the largest providers of luxury meeting and conference space around the world.

Reflecting on the brand evolution, Ed French, Chief Sales and Marketing Officer for The Ritz-Carlton added "as a brand that aims to lead the way for luxury, we didn't wait for emphatic data to tell us there was a problem to fix. Instead, we took a leadership point of view and conducted global studies, not on where luxury has been, but where it is going – to shine a light for the others to follow."

[Click here to view video.](#)

Instead of viewing legacy as something that brands inherit, The Ritz-Carlton believes the more powerful form of legacy is one that is written by brands in the present; the ones writing history, not just reading from it every day. The purpose and the values of the brand have not changed; it still strives to create precious memories and to meet the tastes of a new generation of consumers. The new brand voice represents a more modern understanding of legacy. While rooted and inspired by the past, it has purpose and meaning in the present.



THE RITZ - CARLTON



THE RITZ-CARLTON®

NEWS ROOM

[Press Kit](#) [Media Contacts](#) [About Us](#) [Awards](#) [Fact Sheet](#) [Gold Standards](#)

The Ritz-Carlton Hotel Company Launches New Brand Voice



Timeless legacy demands attention to build relevance for the next generation of luxury consumers

CHEVY CHASE, MD – SEPTEMBER 10, 2015 – The Ritz-Carlton Hotel Company, L.L.C. unveiled today a newly designed brand logo

The move to clarify, simplify and amplify the luxury brand's identity comes after a decade of brand evolution and has been created to purposefully maintain the iconic luxury hotel company's position with a new generation of guests globally.

Humier, President and Chief Operating Officer, The Ritz-Carlton Hotel Company, L.L.C. and one of the brand founders.

The Ritz-Carlton assessed the need to evolve and over the last ten years, significant changes made have seen positive corresponding shifts in key brand metrics. Everything from the brands design strategy, the locations selected to open new hotels, the service style, grooming standards and the removal of the formal dining experience have all been re-designed, re-invented or replaced. There is evidence to suggest that by identifying shifts and leading change, the brand had, and has, the potential to continue to benefit today just like it has in the past. "We believe as an iconic brand that it is our responsibility to provide thought-leadership to drive change in the luxury and hospitality arena," continued Humier.

At its inception, The Ritz-Carlton was known exclusively as a hotel company. Today, the organization has developed several very successful brand extensions which include Residences, Destination Clubs, Ritz-Carlton Reserve, a Leadership Center, Retail, Golf Clubs and a philanthropic foundation, Community Footprints. They are not only the largest provider of luxury spas in the United States, but one of the largest providers of luxury meeting and conference space around the world.

Reflecting on the brand evolution, Ed French, Chief Sales and Marketing Officer for The Ritz-Carlton added "as a brand that aims to lead the way for luxury, we didn't wait for emphatic data to tell us there was a problem to fix. Instead, we took a leadership point of view and conducted global studies, not on where luxury has been, but where it is going – to shine a light for the others to follow."

[Click here to view video.](#)

Instead of viewing legacy as something that brands inherit, The Ritz-Carlton believes the more powerful form of legacy is one that is written by brands in the present; the ones writing history, not just reading from it every day. The purpose and the values of the brand have not changed; it still strives to create precious memories and to meet the tastes of a new generation of consumers. The new brand voice represents a more modern understanding of legacy. While rooted and inspired by the past, it has purpose and meaning in the present.



THE RITZ-CARLTON



THE RITZ-CARLTON®

NEWS ROOM

[Press Kit](#) [Media Contacts](#) [About Us](#) [Awards](#) [Fact Sheet](#) [Gold Standards](#)

The Ritz-Carlton Hotel Company Launches New Brand Voice



Timeless legacy demands attention to build relevance for the next generation of luxury consumers

CHEVY CHASE, MD – SEPTEMBER 10, 2015 – The Ritz-Carlton Hotel Company, L.L.C. unveiled today a newly designed brand logo



THE RITZ-CARLTON

The move to clarify, simplify and amplify the

luxury brand's identity comes after a decade of brand evolution and has been created to purposefully maintain the iconic luxury hotel company's position with a new generation of guests globally.

Humler, President and Chief Operating Officer, The Ritz-Carlton Hotel Company, L.L.C. and one of the brand founders.

The Ritz-Carlton assessed the need to evolve and over the last ten years, significant changes made have seen positive corresponding

SKIFT

CATEGORIES ▾

TRENDS REPORTS

FORUM

PODCAST

OTHER PRODUCTS ▾

ROOMS > HOTELS

Millennial Concerns Driving Ritz-Carlton's New Logo and New Brand Voice

Alexandra E. Petri, Skift - Sep 14, 2015 12:00 pm

[@writeawayaround](#)





1910





1910



2015







Most popular college programs



Most popular college programs

Four year private institutions 2014

- **USA**
History #10 major [of more than 1,500]
- **Harvard**
History #3 major [of more than 45]
- **Boston College**
History #3 minor [of more than 40]



Harry Potter



Harry Potter USA

- **Films combined are highest grossing franchise ever [2014]**
- **Books combined are best selling series ever [non-religious 2014]**
- **60% of children 9-11 years old had read one of the books [2006]**



Titanic



Titanic

USA 1997

- Film is second highest grossing movie ever [almost 20 years later 2015]
- Box office driven by repeat sales from 'tween and teen girls



Downton Abbey



Downton Abbey

USA 2013

- **Highest rated show in history of PBS**
- **Driving PBS gains in 18-34 demographic versus other four networks**



Cunard





Cunard

- *Queen Mary 2* [2003]
- Average age of passengers declined by 10 years





GOOD

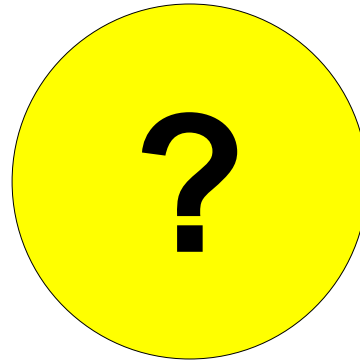
**Historic
Old**



**Innovative
New**

GOOD

- **Promote your history**
- **Deepen relationships with existing customers**
- **Do not obsess about product obsolescence**
- **Do not reposition your brand**



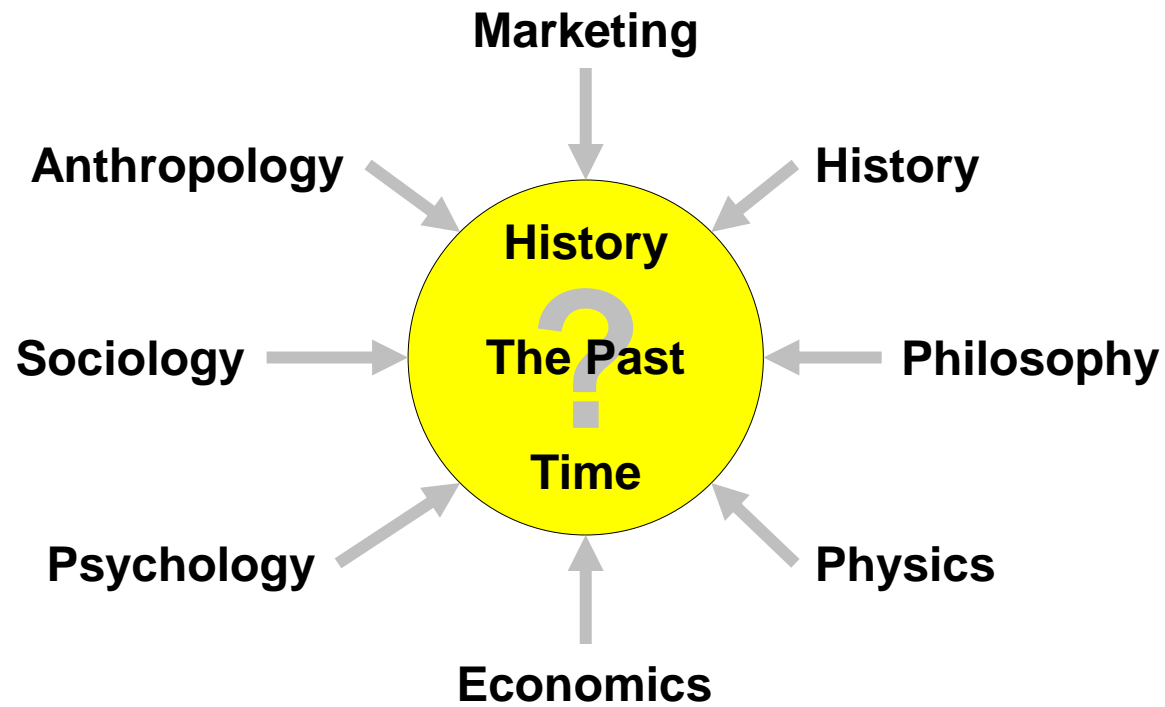
BAD

GOOD

**Historic
Old**

**Innovative
New**

GOOD





1885

Bank of America.



1784

Cadbury
Schweppes

1783



1840



1903



1866



1886

Fairmont
HOTELS & RESORTS

1881



1900



Mercedes-Benz

1886



1743



1898

12 brands
Average age = 160 years

How does history function in consumer behavior?

How does history function in consumer behavior?

1

- **You cannot escape your heritage**





Historic or Old

Modern or New



Historic

Old

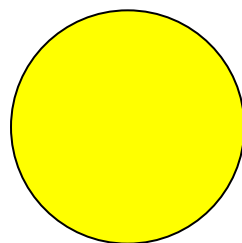
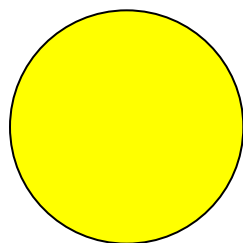
Modern or New

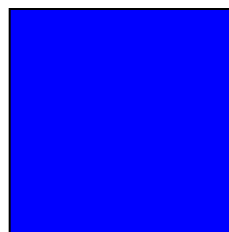
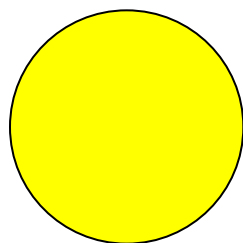
How does history function in consumer behavior?

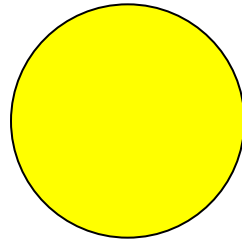
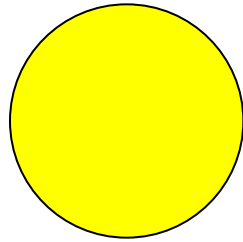
- You cannot escape your heritage
- **Heritage is your competitive differentiation**

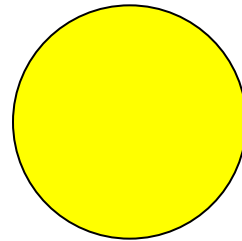
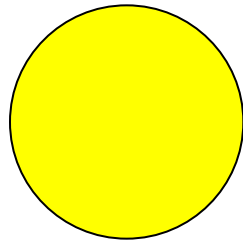
1

2











AMERICAN AIRLINES
SABRE

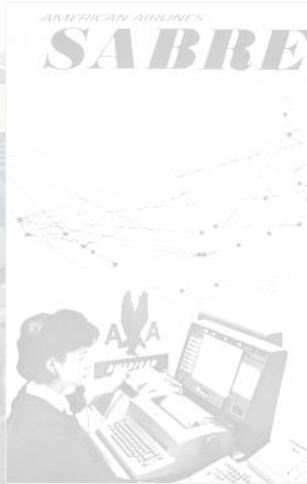
How push-button-computers speed air travel reservations:

1. Passengers reserve and rebook flights by dialing a single number on a push-button console. The console is connected to a computer which stores information on all flights, fares, and reservations.
2. SABRE can store and retrieve information on all flights, fares, and reservations in less than a second.
3. SABRE can store and retrieve information on all flights, fares, and reservations in less than a second.
4. SABRE can store and retrieve information on all flights, fares, and reservations in less than a second.
5. SABRE can store and retrieve information on all flights, fares, and reservations in less than a second.
6. SABRE can store and retrieve information on all flights, fares, and reservations in less than a second.
7. SABRE can store and retrieve information on all flights, fares, and reservations in less than a second.
8. SABRE can store and retrieve information on all flights, fares, and reservations in less than a second.
9. SABRE can store and retrieve information on all flights, fares, and reservations in less than a second.
10. SABRE can store and retrieve information on all flights, fares, and reservations in less than a second.

In addition to speeding up reservations, SABRE also provides a number of other services:

- SABRE can store and retrieve information on all flights, fares, and reservations in less than a second.
- SABRE can store and retrieve information on all flights, fares, and reservations in less than a second.
- SABRE can store and retrieve information on all flights, fares, and reservations in less than a second.
- SABRE can store and retrieve information on all flights, fares, and reservations in less than a second.
- SABRE can store and retrieve information on all flights, fares, and reservations in less than a second.
- SABRE can store and retrieve information on all flights, fares, and reservations in less than a second.
- SABRE can store and retrieve information on all flights, fares, and reservations in less than a second.
- SABRE can store and retrieve information on all flights, fares, and reservations in less than a second.
- SABRE can store and retrieve information on all flights, fares, and reservations in less than a second.
- SABRE can store and retrieve information on all flights, fares, and reservations in less than a second.

1960



The Washington Post

BUSINESS & FINANCE

WEDNESDAY, OCTOBER 25, 1978

Carter Signs Airlines Deregulation Bill

By Charles Shriver
Washington Post Staff Writer

President Carter yesterday signed into law a bill designed to increase competition among the nation's airlines by phasing out federal regulation.

The new law, supported by President Carter since the beginning of his term, gradually reduces the role of the Civil Aeronautics Board in the fare and route decisions of the airlines, and abolishes the CAB altogether at the end of 1984.

Carter said in a crowded signing ceremony in the White House Cabinet Room that the legislation would achieve two critical objectives. "One is to help our fight against inflation and the other is to ensure American citizens an opportunity for low-priced air transportation," he said.

Thanks to recent actions of the CAB under the leadership of Chairman Alfred E. Kahn, the nation already has seen the beginning of real competition among domestic airlines, Carter said. "Competition has already helped both consumers and the industry," he said. "It brought lower fares, more passengers and higher profits."

Although the airline industry has been subjected to increased doses of competition in the last few years, supporters of the new law said a bill updating the CAB regulatory framework "was needed to assure a continuation of the benefits that reduced regulation had yielded."

Supporters of changes in the law feared the move toward more competition could be blunted by a change in CAB membership—it had a history of pro-inflation—or through legal challenges to board initiatives that had not yet worked their way through the courts. The new law not only legitimates what the board has been doing, but goes further and forces the board to act more quickly.

The law establishes a schedule for elimination of CAB jurisdiction over airline rates, routes and mergers.

See AIRLINES, E1, E4, E5

1978



AMERICAN AIRLINES
SABRE

The Washington Post **BUSINESS**

Carter Signs Air

By Charles H. Johnson
Washington Post Staff Writer

President Carter yesterday signed into law a bill designed to increase competition among the nation's airlines by phasing out federal regulations.

The new law, supported by President Carter since the beginning of his term, gradually reduces the role of the Civil Aeronautics Board in the fare and route decisions of the airlines and abolishes the CAB altogether at the end of 1984.

Carter said in a crowded signing ceremony in the White House Cabinet Room that the legislation would advance two critical objectives: "one is to help our airlines become more efficient and to make it easier for the traveling public to get where they want to go."

Under the leadership of Robert F. Aycock, chairman of the House Commerce Committee, the bill has moved through the House and now is in the Senate.

Although the bill is not yet law, it is expected to pass the Senate in the next few days.

TRAVELOCITY™
Maximum power for the do-it-yourself traveler.

- Travel Reservations
- Destinations & Interests
- Points of View
- Travel Merchandise

While searching for hotels in [Travel Reservations](#), click on the name of the hotel in which you are interested and look for

Thursday
December 26, 1996

Happy Holidays

Hilton
Hotels and Resorts
TRAVEL
REPORT

Budget 10% Off

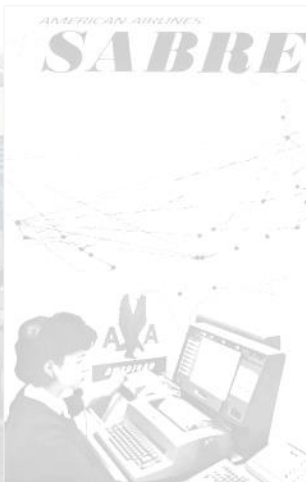
If you're traveling this week, be prepared with Travelocity's up-to-date [Travel Forecasts and Airport Reports](#).

In a hurry to save money, are ya? Check [Last Minute Deals](#) for just the right time-saver.

Find all your favorite Chats & Forums features--plus new ones--in [Points of View](#)!

Don't tell us you have nothing to do this weekend! Find detailed coverage of events and activities for

1996



The Washington Post **BUSINESS**

Carter Signs Air



Travel Reservations

Destinations & Interests

Points of View

Travel Merchandise







CONTINENTAL



EASTERN



NORTHWEST
ORIENT



TWA



UNITED



2011-2013



1983-1984
1990-1993



2005-2007



1989-1991X



2005-2007



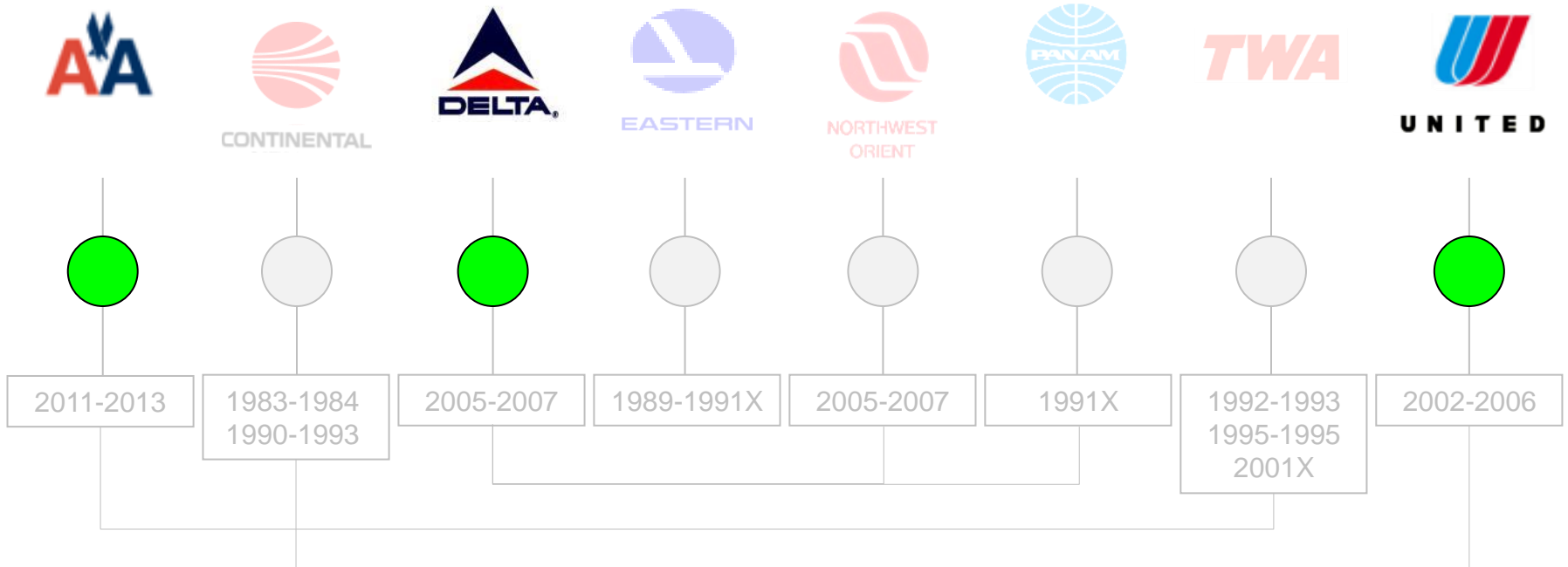
1991X



1992-1993
1995-1995
2001X



2002-2006





THE RITZ - CARLTON

2015



THE RITZ-CARLTON

2015



2015



THE RITZ - CARLTON



JW MARRIOTT
HOTELS & RESORTS

2015

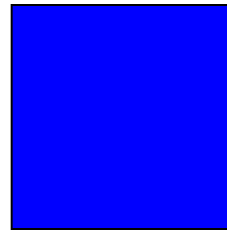
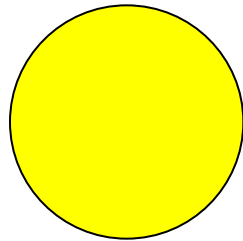


THE RITZ-CARLTON



JW MARRIOTT
HOTELS & RESORTS

Heritage constitutes a distinct, defensible and unique point of competitive differentiation



Heritage constitutes a distinct, defensible and unique point of competitive differentiation

**“History is the strongest asset of these older hotels.
It probably accounts for 95% of our success.”**

- Asset manager of Chateau Frontenac

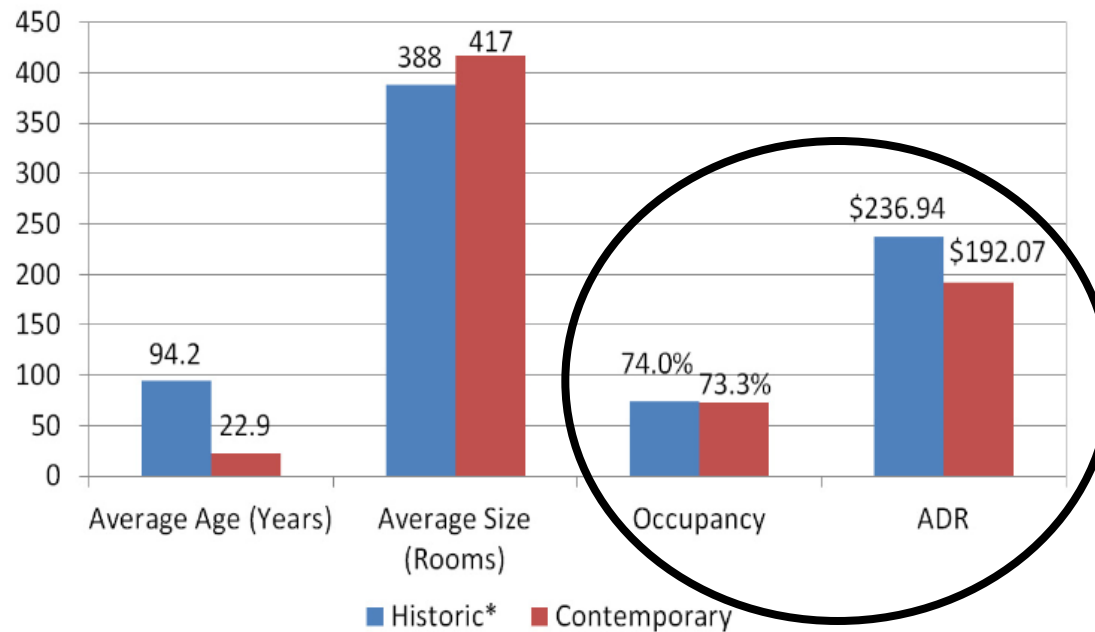


2005-2009



Hotel	Frontenac	Concorde	Hilton	Average C+H	Quebec Cité
Occupancy	64.3%	72.0%	69.8%	70.9%	63.7%
Rank	3	1	2		
Advantage				-6.6%	0.6%
Advantage %					
ADR	236.45	147.18	147.89	147.54	148.21
Rank	1	3	2		
Advantage				88.91	88.24
Advantage %				60%	60%
REVPAR	152.10	106.18	103.40	104.79	
Rank	1	2	3		
Advantage				47.31	
Advantage %				45%	

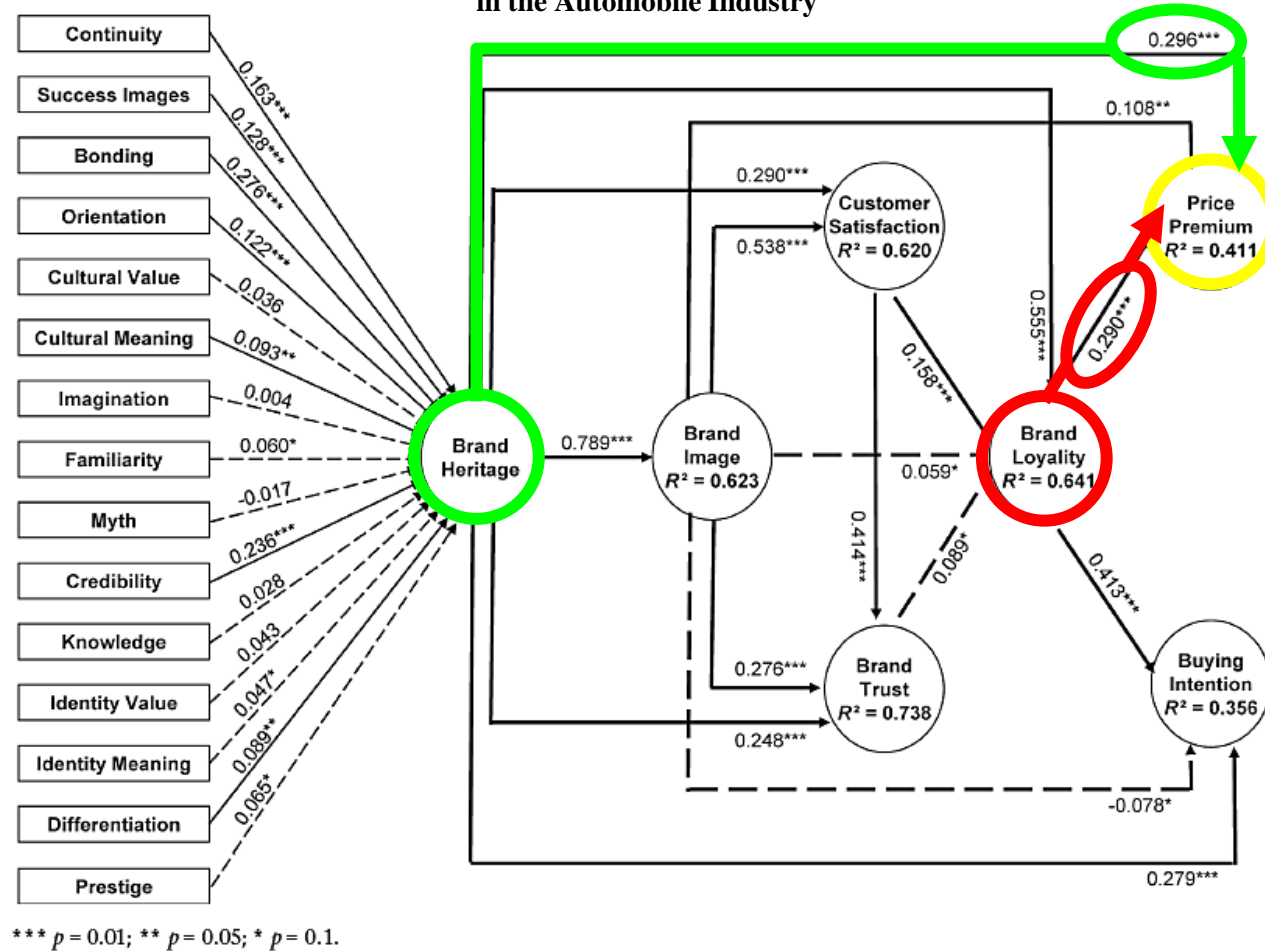
Historic* vs Contemporary Hotels 2012 Profile of Study Sample



Note: *Open Before 1960, Luxury and Upper-Up-scale

Source: PKF Hospitality Research, LLC, *Trends® in the Hotel Industry*

Figure 2
Drivers and Outcomes of Brand Heritage
in the Automobile Industry



How does history function in consumer behavior?

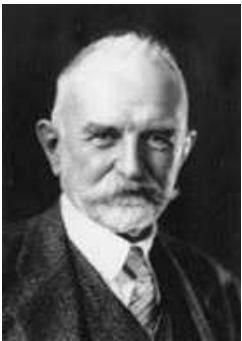
- You cannot escape your heritage
- Heritage is your competitive differentiation
- **Heritage is not only about your company**

1

2

3

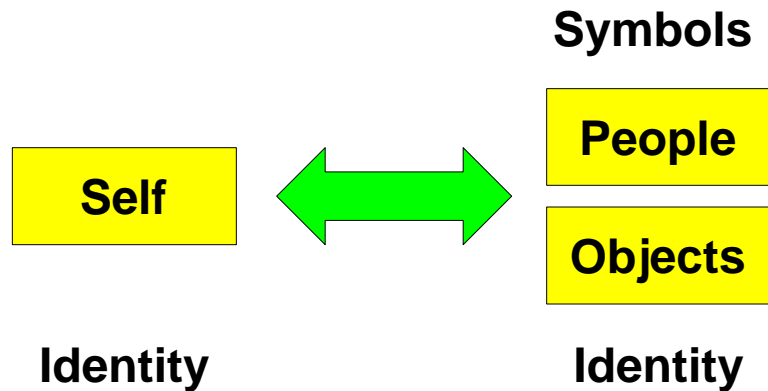
George Herbert Mead
Sociologist and psychologist



George Herbert Mead
Sociologist and psychologist

The Philosophy of the Present (1932)

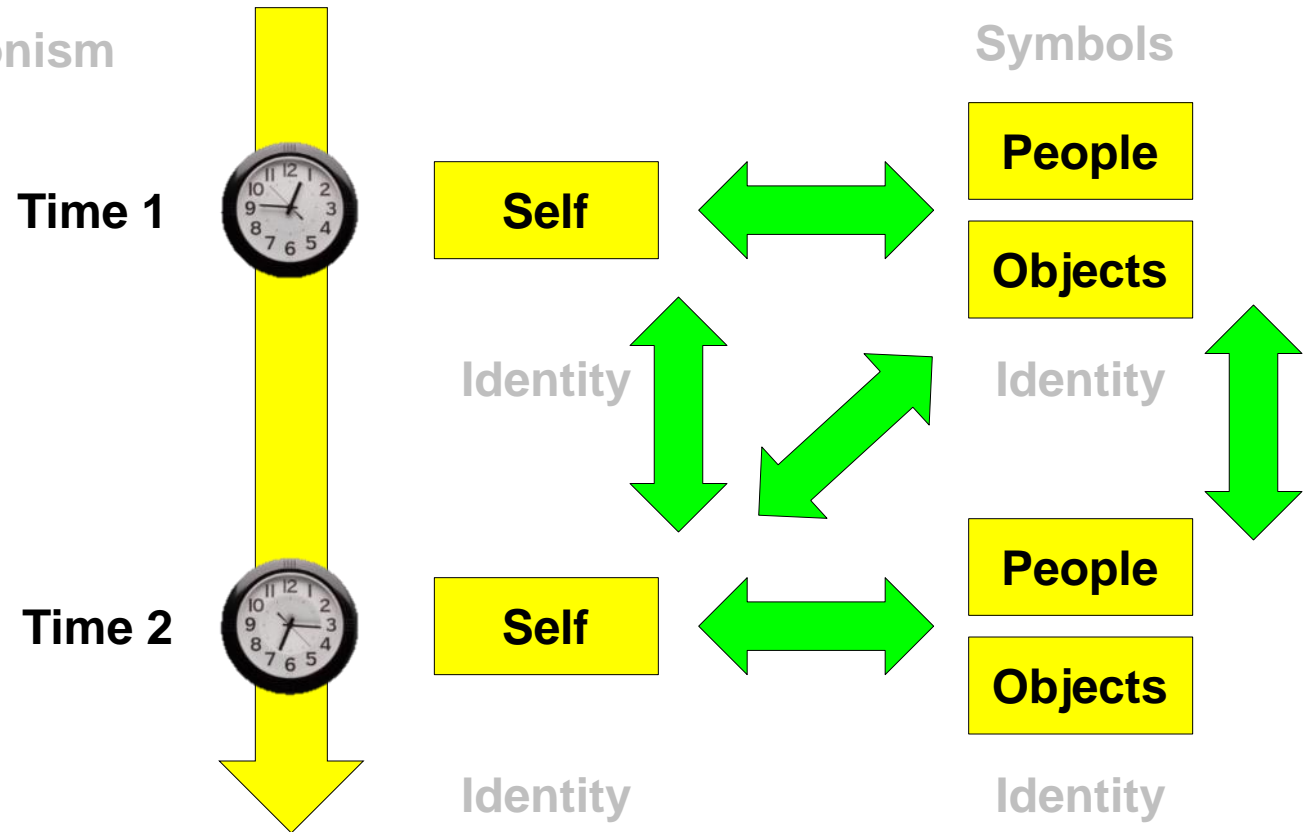
Symbolic interactionism



George Herbert Mead
Sociologist and psychologist

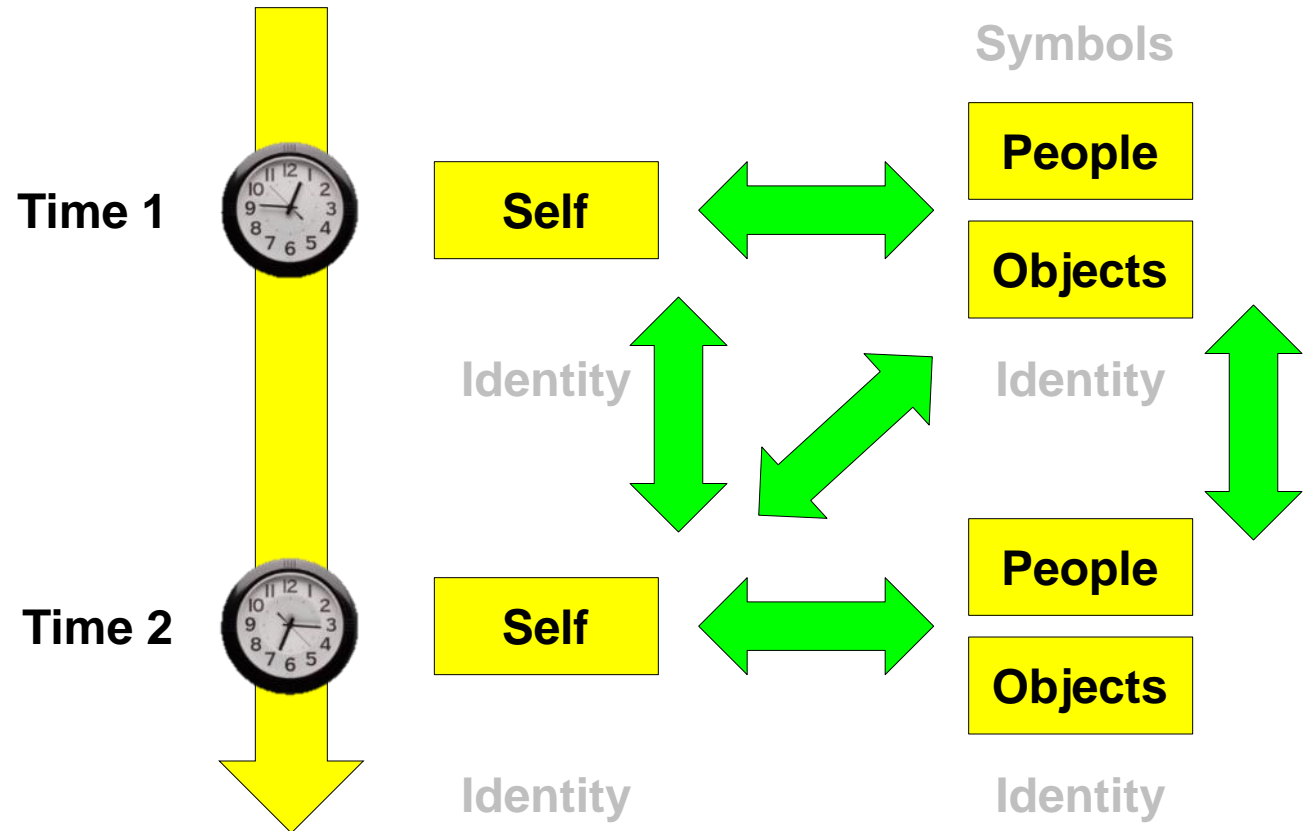
The Philosophy of the Present (1932)
The Nature of the Past (1929)

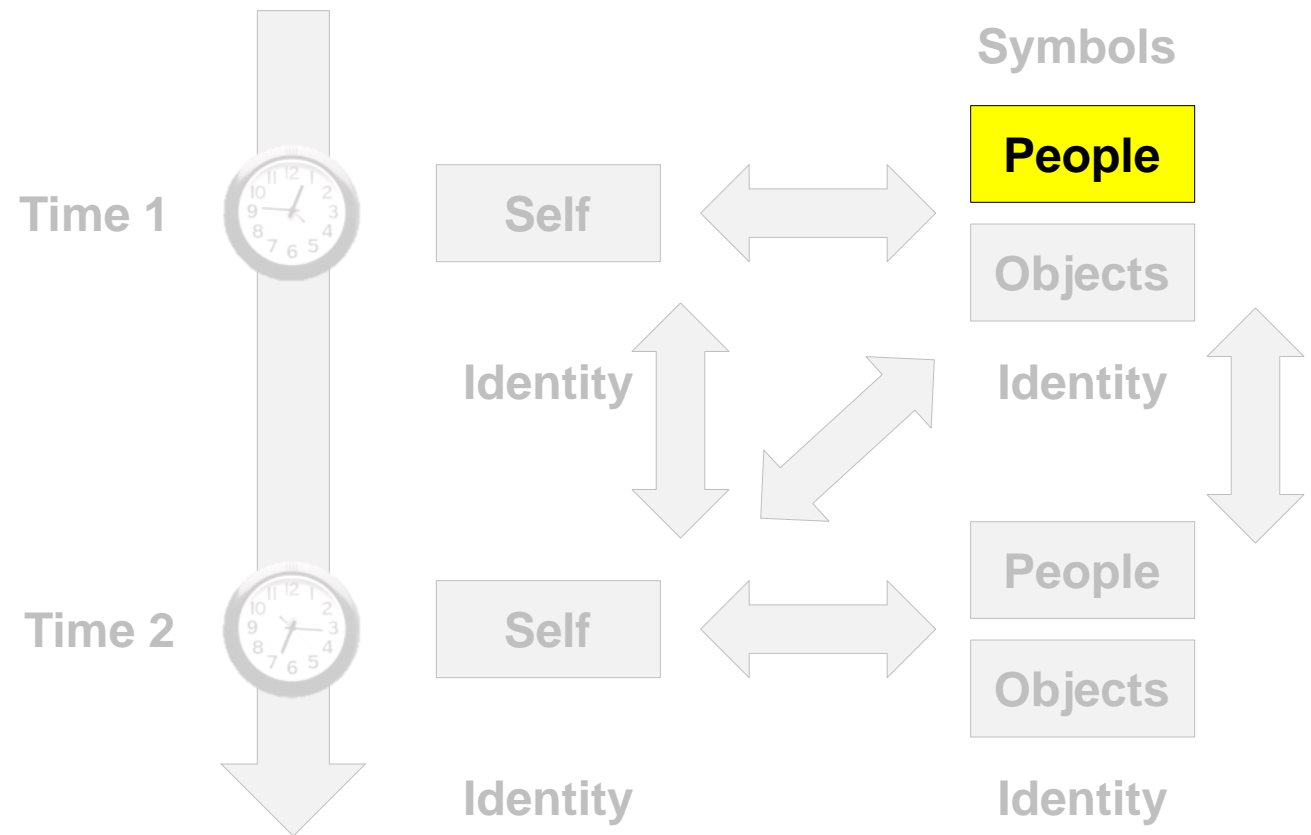
Symbolic interactionism
Role of the past



Bradford Hudson and John Balmer Marketing

“Corporate Heritage Brands” (2011)







Time 1



Time 2



Self

Identity

Self

Identity

Symbols

People

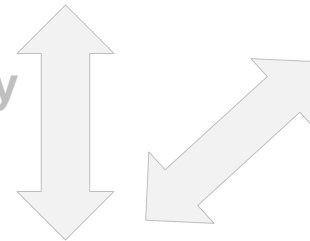
Objects

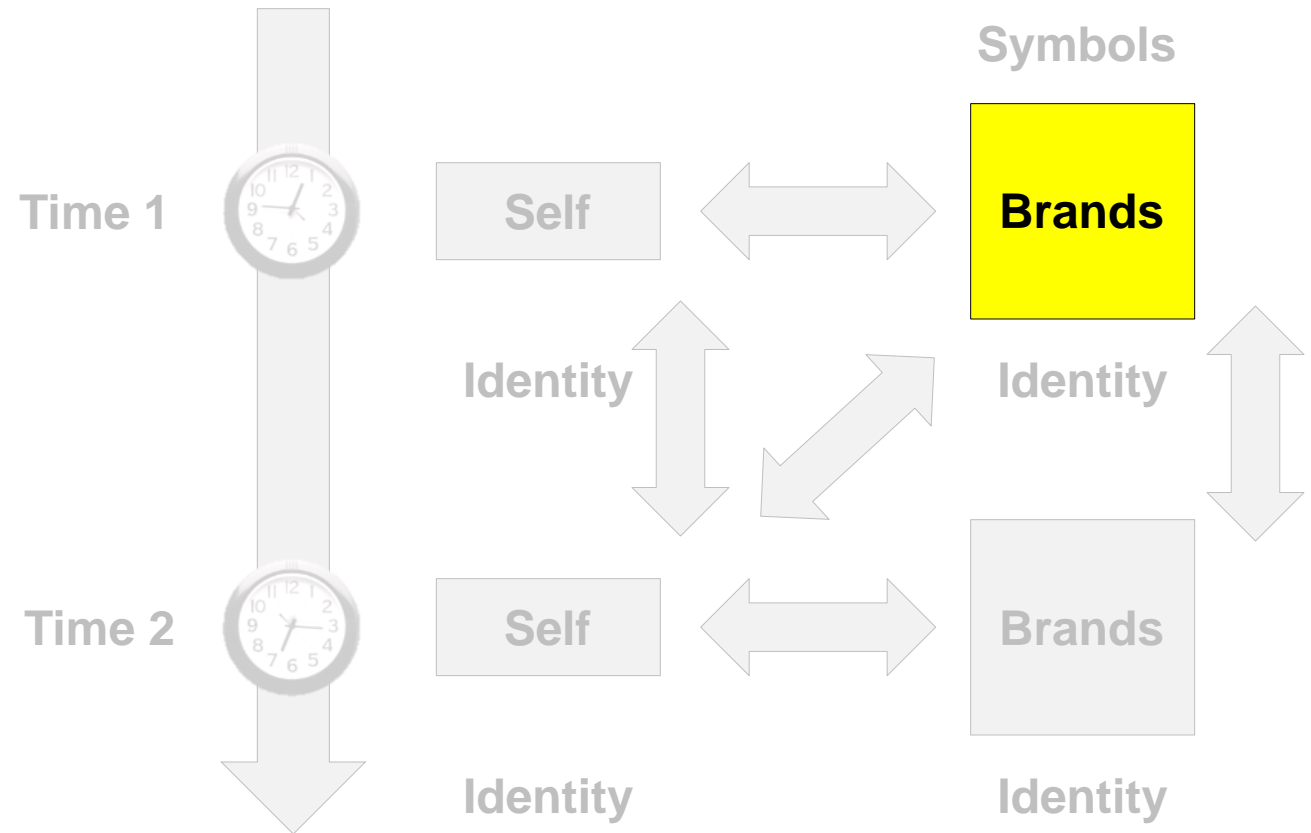
Identity

People

Objects

Identity







1967



Self



Symbols

People

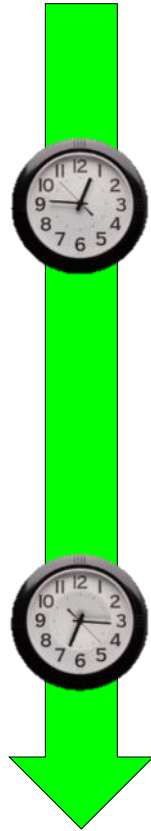
Objects



1967



2015



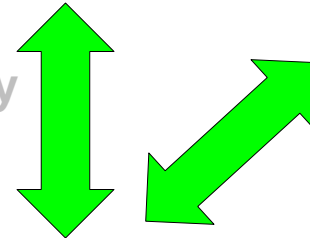
Self



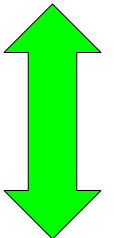
People

Objects

Identity



Identity



Self



People

Objects

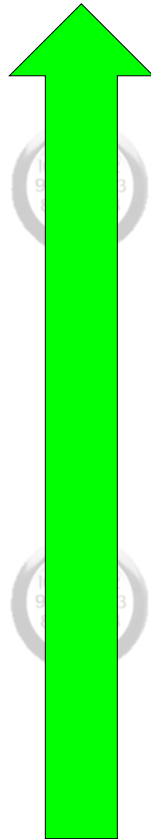
Identity

Identity

Symbols



1967



2015

Self

Identity

Self

Identity

Symbols

People

Objects

Identity

People

Objects

Identity





1967



2015

Symbols

People

Objects

Identity

People

Objects

Identity

Self

Identity

Self

Identity

INNATE HERITAGE

Historical elements of brand
serve as signals
regarding attributes or benefits
of brand and products

Prospective
Brand identity
History of the brand
Indexical authenticity

PROJECTED HERITAGE

Brand becomes an instrument of
existential definition
upon which consumers project their
own historical associations

Retrospective
Brand identity and consumer identity
History through the brand
Iconical authenticity

STRUCTURAL HERITAGE

Origination

Genuine

IMPLIED HERITAGE

Survival

Continuous

RECONSTRUCTED HERITAGE

Reunion

Familiar

MYTHICAL HERITAGE

Adventure

Quintessential

CONSUMER VALUE PROPOSITION

Leadership
Authenticity

Expertise
Reliability

Personal nostalgia

Historical or
utopian nostalgia

Legacy

Longevity

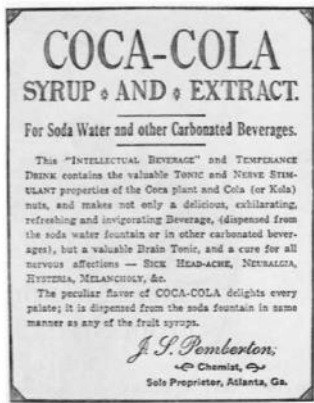
Longing

Legend

INNATE HERITAGE

**Historical elements of brand
serve as signals
regarding attributes or benefits
of brand and products**

INNATE HERITAGE



STRUCTURAL HERITAGE

Origination

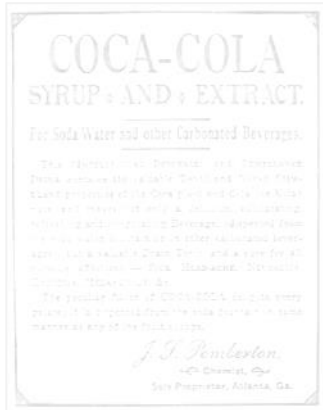
Genuine

Leadership
Authenticity

Legacy

CONSUMER VALUE PROPOSITION

INNATE HERITAGE



**STRUCTURAL
HERITAGE**

**IMPLIED
HERITAGE**

Origination

Survival

Genuine

Continuous

**Leadership
Authenticity**

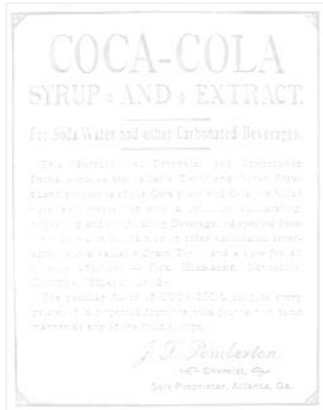
**Expertise
Reliability**

Legacy

Longevity

CONSUMER VALUE PROPOSITION

INNATE HERITAGE



PROJECTED HERITAGE

**Brand becomes an instrument of
existential definition
upon which consumers project their
own historical associations**

STRUCTURAL HERITAGE

Origination

Genuine

IMPLIED HERITAGE

Survival

Continuous

CONSUMER VALUE PROPOSITION

Leadership
Authenticity

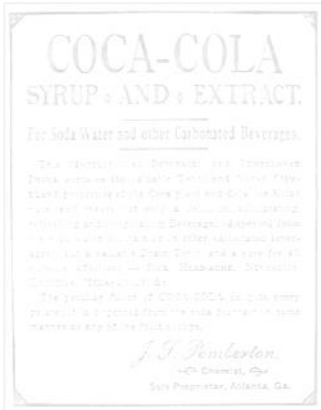
Expertise
Reliability

Legacy

Longevity

INNATE HERITAGE

PROJECTED HERITAGE



STRUCTURAL HERITAGE

IMPLIED HERITAGE

RECONSTRUCTED HERITAGE

Origination

Survival

Reunion

Genuine

Continuous

Familiar

CONSUMER VALUE PROPOSITION

Leadership
Authenticity

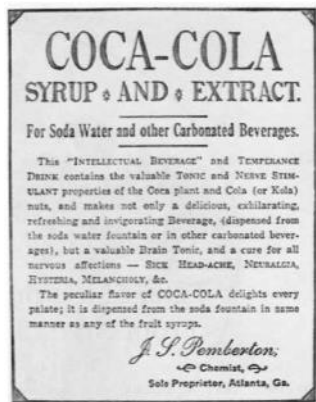
Expertise
Reliability

Personal nostalgia

Legacy

Longevity

Longing



Brand history



Consumer history



Historical context

**STRUCTURAL
HERITAGE**

**IMPLIED
HERITAGE**

**RECONSTRUCTED
HERITAGE**

**MYTHICAL
HERITAGE**

Check Availability

[Modify/Cancel Reservations](#)

WHERE ARE YOU GOING?

Hotel, Location, Landmark, Etc.

ARRIVAL

DEPARTURE

PROMO CODE ▼

SEARCH

More

[Search Options](#)



TURN OF THE CENTURY
1896 ~ 1913

Constructed amid the adoption of electricity, automobiles and the trappings of the modern age.

EXPLORE OUR COMPLETE
HOTEL TIMELINE

EXPERIENCE HISTORIC HOTELS



Exploring the Wild West

Designated a National Historic Landmark by the U.S. Secretary of the Interior, the 55-room **Wort Hotel** (1941) is located steps from Jackson Hole's town square and serves as the perfect retreat for guests wishing to relax after exploring two of the nation's premier National Parks, Grand Teton and Yellowstone. Guests can experience the historic charm of the hotel and discover the surrounding area's rustic beauty by booking its National Parks Package. Available through November 7, this unique experience includes accommodations for two people, daily breakfast at the Silver Dollar



Discover the Art of Afternoon Tea

Henry James famously wrote "[...]there are few hours in life more agreeable than the hour dedicated to [...] afternoon tea," and the timelessness of historic hotels serve as the perfect backdrop to this beloved tradition. Afternoons at **The Drake** (1920, pictured above) in Chicago are an elegant affair with tea served daily around an 18-century marble fountain in the hotel's famed Palm Court. Afternoon tea at Chez Philippe in **The Peabody Memphis** (1869) is a delight for guests of all ages. Arrive early, or stay late, to watch the march of the famous Peabody Ducks



A Storybook Retreat

Get away for a romantic weekend or an extended escape by staying in a storybook hotel and creating lasting memories with your loved one. The charming Queen Ann-style **Hotel Brexton** (1881) is a perfect location for the romantics at heart. Nestled in Baltimore's Mount Vernon neighborhood, this 29-room hotel was once the childhood home of Wallis Simpson, the Duchess of Windsor, whose husband Prince Edward, the Duke of Windsor famously abdicated the English throne to marry his betrothed. **Plan your perfect getaway here.**

HISTORIC HOTELS of AMERICA

National Trust for Historic Preservation™

BOOK BY PHONE: +1 800 678 8946 **FREE** | BEST RATE GUARANTEE

HOTELS & TOURS

HOT DEALS

EXPERIENCES

TIMELINE

Check Availability

[Modify/Cancel Reservations](#)

WHERE ARE YOU GOING?

HOTEL LOCATION, LANDMARK, ETC.

ARRIVAL

DATE

DEPARTURE

DATE

PROMO CODE

SEARCH

More

[Search Options](#)



TURN OF THE CENTURY
1896 ~ 1913

Constructed amid the adoption of electricity, automobiles and the trappings of the modern age,

[EXPLORE OUR HISTORIC HOTEL TIMELINE](#)

EXPERIENCE HISTORIC HOTELS

STRUCTURAL HERITAGE



Exploring the Wild West
Designated a National Historic Landmark by the U.S. Secretary of the Interior, the 55-room **Wort Hotel** (1941) is located steps from Jackson Hole's town square and serves as the

can experience the historic charm of the hotel and discover the surrounding area's rustic beauty by booking its National Parks Package. Available through November 7, this unique experience includes accommodations for two people, daily breakfast at the Silver Dollar

Discover the Art of Afternoon Tea
Henry James famously wrote "[...]there are few hours in life more agreeable than the hour dedicated to [...] afternoon tea," and the timelessness of historic hotels serve as the perfect backdrop to this beloved tradition. Afternoons at **The Drake** (1920, pictured above) in Chicago are an elegant affair with tea served daily around an 18-century marble fountain in the hotel's famed Palm Court. Afternoon tea at **Chez Philippe** in **The Peabody Memphis** (1869) is a delight for guests of all ages. Arrive early, or stay late, to watch the march of the famous Peabody Ducks

A Storybook Retreat
Get away for a romantic weekend or an extended escape by staying in a storybook hotel and creating lasting memories with your loved one. The charming Queen Ann-style **Hotel Brexton** (1881) is a perfect location for the romantics at heart. Nestled in Baltimore's Mount Vernon neighborhood, this 29-room hotel was once the childhood home of Wallis Simpson, the Duchess of Windsor, whose husband Prince Edward, the Duke of Windsor famously abdicated the English throne to marry his betrothed. [Plan your perfect getaway here.](#)

Check Availability

[Modify/Cancel Reservations](#)

WHERE ARE YOU GOING?

HOTEL LOCATION, LANDMARK, ETC.

ARRIVAL

DEPARTURE

PROMO CODE

SEARCH

More

[Search Options](#)



TURN OF THE CENTURY
1896 ~ 1913

Constructed amid the adoption of electricity,
automobiles and the trappings of the modern age.

EXPLORE OUR COMPLETE
HOTEL TIMELINE

IMPLIED HERITAGE



Exploring the Wild West

Designated a National Historic Landmark by the U.S. Secretary of the Interior, the 55-room Wort Hotel (1941) is located steps from Jackson Hole's town square and serves as the perfect retreat for guests wishing to relax after exploring two of the nation's premier National Parks, Grand Teton and Yellowstone. Guests can experience the historic charm of the hotel and discover the surrounding area's rustic beauty by booking its National Parks Package. Available through November 7, this unique experience includes accommodations for two people, daily breakfast at the Silver Dollar

Discover the Art of Afternoon Tea

Henry James famously wrote "[...]there are few hours in life more agreeable than the hour dedicated to [...] afternoon tea," and the timelessness of historic hotels serve as the perfect backdrop to this beloved tradition. Afternoons at *The Drake* (1920, pictured above) in Chicago are an elegant affair with tea served daily around an 18-century marble fountain in the hotel's famed Palm Court. Afternoon tea at *Chez Philippe* in *The Peabody Memphis* (1869) is a delight for guests of all ages. Arrive early, or stay late, to watch the march of the famous Peabody Ducks



A Storybook Retreat

Get away for a romantic weekend or an extended escape by staying in a storybook hotel and creating lasting memories with your loved one. The charming Queen Ann-style *Hotel Brexton* (1881) is a perfect location for the romantics at heart. Nestled in Baltimore's Mount Vernon neighborhood, this 29-room hotel was once the childhood home of Wallis Simpson, the Duchess of Windsor, whose husband Prince Edward, the Duke of Windsor famously abdicated the English throne to marry his betrothed. [Plan your perfect getaway here.](#)

[Check Availability](#)

WHERE ARE YOU GOING?

ARRIVAL

DEPARTURE

BOOKING CODE

SEARCH

[More](#)



OMNI MOUNT WASHINGTON RESORT, BRETTON WOODS

Bretton Woods, New Hampshire, 1902

[VIEW HOT DEALS](#)

EXPERIENCE IT



Exploring the Wild West

Designated a National Historic Landmark by the U.S. Secretary of the Interior, the 55-room **Wort Hotel** (1941) is located steps from Jackson Hole's town square and serves as the perfect retreat for guests wishing to relax after exploring two of the nation's premier National Parks, Grand Teton and Yellowstone. Guests can experience the historic charm of the hotel and discover the surrounding area's rustic beauty by booking its National Parks Package. Available through November 7, this unique experience includes accommodations for two people, daily breakfast at the Silver Dollar



Discover the Art of Afternoon Tea

Henry James famously wrote "[...]there are few hours in life more agreeable than the hour dedicated to [...] afternoon tea," and the timelessness of historic hotels serve as the perfect backdrop to this beloved tradition. Afternoons at **The Drake** (1920, pictured above) in Chicago are an elegant affair with tea served daily around an 18-century marble fountain in the hotel's famed Palm Court. Afternoon tea at **Chez Philippe** in **The Peabody Memphis** (1869) is a delight for guests of all ages. Arrive early, or stay late, to watch the march of the famous Peabody Ducks

RECONSTRUCTED HERITAGE



A Storybook Retreat

Get away for a romantic weekend or an extended escape by staying in a storybook hotel and creating lasting memories with your loved one. The charming Queen Ann-style **Hotel Brexton** (1881) is a perfect location for the romantics at heart. Nestled in Baltimore's Mount Vernon neighborhood, this 29-room hotel was once the childhood home of Wallis Simpson, the Duchess of Windsor, whose husband Prince Edward, the Duke of Windsor famously abdicated the English throne to marry his betrothed. [Plan your perfect getaway here.](#)

HISTORIC HOTELS of AMERICA

National Trust for Historic Preservation™

BOOK BY PHONE: ☎ +1 800 678 8946 **FREE** | BEST RATE GUARANTEE

HOTELS & TOURS

HOT DEALS

EXPERIENCES

TIMELINE

Check Availability
[Modify/Cancel Reservations](#)

WHERE ARE YOU GOING?

HOTEL LOCATION, LANDMARK, ETC.

ARRIVAL

DEPARTURE

PROMO CODE

SEARCH

More

[Search Options](#)



TURN OF THE CENTURY
1896 ~ 1913

Constructed amid the adoption of electricity,
automobiles and the trappings of the modern age,

EXPLORE OUR HISTORIC
HOTEL TIMELINE

EXPERIENCE HISTORIC HOTELS



Exploring the Wild West

Designated a National Historic Landmark by the U.S. Secretary of the Interior, the 55-room Wort Hotel (1941) is located steps from Jackson Hole's town square and serves as the perfect retreat for guests wishing to relax after exploring two of the nation's premier National Parks, Grand Teton and Yellowstone. Guests can experience the historic charm of the hotel and discover the surrounding area's rustic beauty by booking its National Parks Package. Available through November 7, this unique experience includes accommodations for two people, daily breakfast at the Silver Dollar



Discover the Art of Afternoon Tea

Henry James famously wrote "[...]there are few hours in life more agreeable than the hour dedicated to [...] afternoon tea," and the timelessness of historic hotels serve as the perfect backdrop to this beloved tradition. Afternoons at *The Drake* (1920, pictured above) in Chicago are an elegant affair with tea served daily around an 18-century marble fountain in the hotel's famed Palm Court. Afternoon tea at *Chez Philippe* in *The Peabody Memphis* (1869) is a delight for guests of all ages. Arrive early, or stay late, to watch the march of the famous Peabody Ducks



loved one. The charming Queen Ann-style **Hotel Brexton** (1881) is a perfect location for the romantics at heart. Nestled in Baltimore's Mount Vernon neighborhood, this 29-room hotel was once the childhood home of Wallis Simpson, the Duchess of Windsor, whose husband Prince Edward, the Duke of Windsor famously abdicated the English throne to

husband Prince Edward, the Duke of Windsor famously abdicated the English throne to marry his betrothed. [Plan your perfect getaway here.](#)

MYTHICAL
HERITAGE

How does history function in consumer behavior?

- You cannot escape your heritage
- Heritage is your competitive differentiation
- Heritage is not only about your company
- **Historical identity is not generation dependent**

1

2

3

4



PROJECTED HERITAGE

**Brand becomes an instrument of
existential definition
upon which consumers project their
own historical associations**

MYTHICAL HERITAGE

**Historical or
utopian nostalgia**



NEW FROM
BUSINESS
INSIDER

**TECH
INSIDER**


Reach today's smartest thinkers
shaping tomorrow

[LEARN MORE »](#)

DIGIDAY

Brands Agencies Publishers Platforms

Twitter Facebook RSS Search



Why millennials are afflicted with 'early-onset nostalgia'



SUBSCRIBE TO EW

DC Comics Tees Offer

Entertainment

WEEKLY

Login | Register



TV

TV RECAPS

MOVIES

MUSIC

BOOKS

GAMING

VIDEO

SUBSCRIBE



TV

NICKELODEON CLASSICS ARE RETURNING WITH PROGRAMMING BLOCK THE SPLAT

BY JONATHAN DORNBUSH - @JMDORNBUSH

DIGIDAY

Why millennials are afflicted with 'early-onset nostalgia'



Millennial Marketing
POWERED BY FUTURECAST

Search Blog

SEARCH



[About](#) [Who Are Millennials](#) [Millennial Marketing Books](#) [Research](#) [Speaking Events](#) [Press](#)

As Millennials Get Nostalgic, So Do Brands



SUBSCRIBE TO EW

DC Comics Tees Offer

Entertainment

[Login](#) | [Register](#)



TV

TV RECAPS

MOVIES

MUSIC

BOOKS

GAMING

VIDEO

SUBSCRIBE

DIGIDAY



TV

NICKELODEON CLASSICS ARE RETURNING WITH PROGRAMMING BLOCK THE SPLAT

JONATHAN DORN BUSH @JMDORN BUSH



Why millennials are afflicted with 'early-onset nostalgia'

September 20, 2015

THE HUFFINGTON POST COLLEGE

Edition: U.S. ▼

f

Twitter Follow

Newsletters

Huffington Post Search

FRONT PAGE POLITICS COMEDY TECH SPORTS STYLE IMPACT PARENTS HEALTHY LIVING HUFFPOST LIVE ALL SECTIONS

Millennials, Nostalgia, and Urban Preservation: Why We Clamor for a Past We Never Had

Posted: 01/09/2015 5:10 pm EST | Updated: 03/11/2015 5:59 am EDT

As Millennials Get Nostalgic, So Do Brands

Entertainment Weekly

TV TV RECAPS MOVIES MUSIC BOOKS GAMING VIDEO SUBSCRIBE

TV

NICKELODEON CLASSICS ARE RETURNING WITH PROGRAMMING BLOCK THE SPLAT

JONATHAN DORN BUSH @JMDORN BUSH



Why millennials are afflicted with 'early-onset nostalgia'

How does history function in consumer behavior?

- You cannot escape your heritage
- Heritage is your competitive differentiation
- Heritage is not only about your company
- Historical identity is not generation dependent
- **Heritage and innovation are not mutually exclusive**

1

2

3

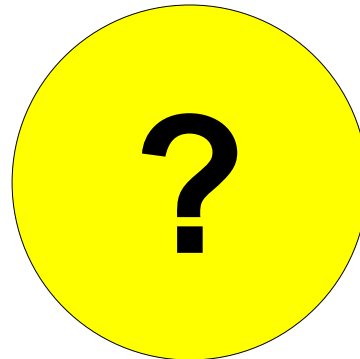
4

5



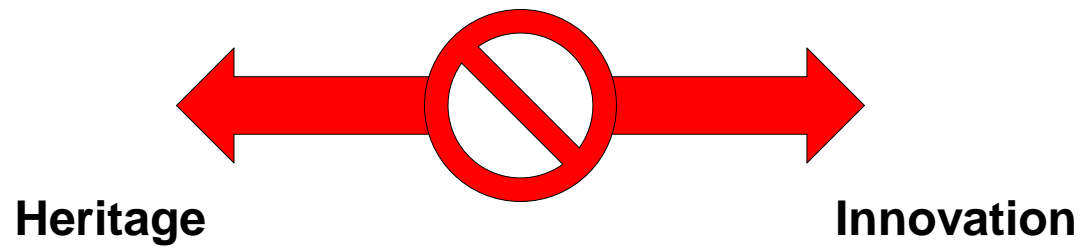
BAD
GOOD

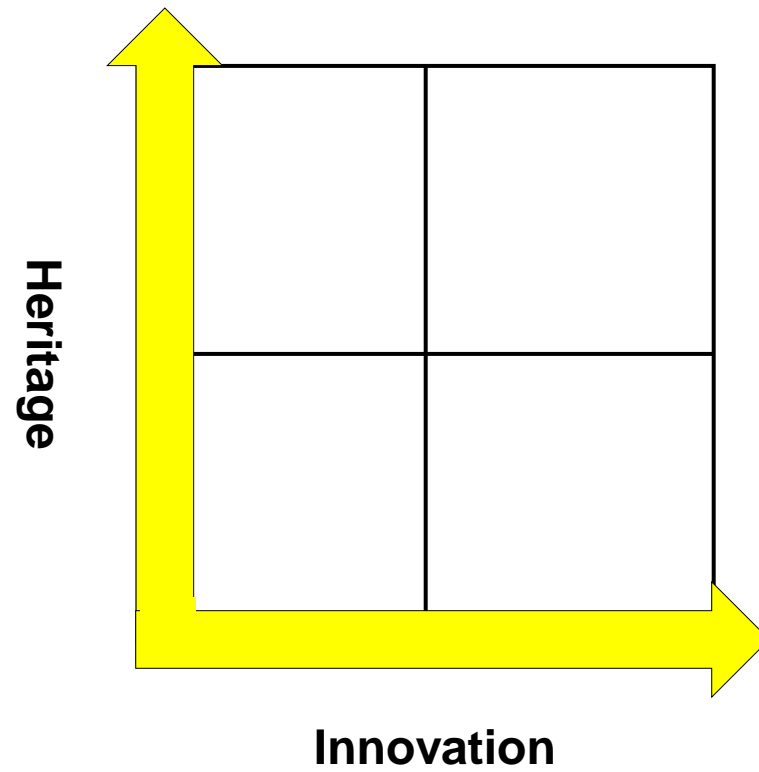
Heritage
Old




Innovation
New

GOOD





HIGH Heritage LOW



Meaningful
 Unique
 Sustainable
 Enduring
 Iconic
 Important
 Continuous
 Grounded

Superficial
 Common
 Disposable
 Temporary
 Mundane
 Trivial
Disruptive
 Adrift

LOW Innovation HIGH

Ancient
 Unstylish
 Obsolete
 Antiquated
 Deteriorated
 Passive
 Irrelevant
 Uncool

Modern
 Fashionable
 Novel
Technological
 Fresh
 Active
 Relevant
 Cool

HIGH

Heritage

LOW

Meaningful
Unique
Sustainable
Enduring
Iconic
Important
Continuous
Grounded

Superficial
Common
Disposable
Temporary
Mundane
Trivial
Disruptive
Adrift

LOW **Innovation** **HIGH**

Ancient
Unstylish
Obsolete
Antiquated
Deteriorated
Passive
Irrelevant
Uncool

Modern
Fashionable
Novel
Technological
Fresh
Active
Relevant
Cool

HIGH

Heritage

LOW

Meaningful
Unique
Sustainable
Enduring
Iconic
Important
Continuous
Grounded

Superficial
Common
Disposable
Temporary
Mundane
Trivial
Disruptive
Adrift

LOW **Innovation** **HIGH**

Ancient
Unstylish
Obsolete
Antiquated
Deteriorated
Passive
Irrelevant
Uncool

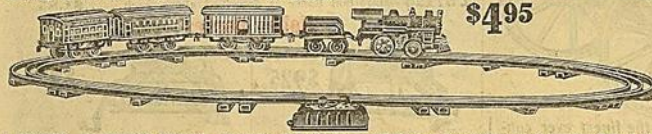
Modern
Fashionable
Novel
Technological
Fresh
Active
Relevant
Cool



1900

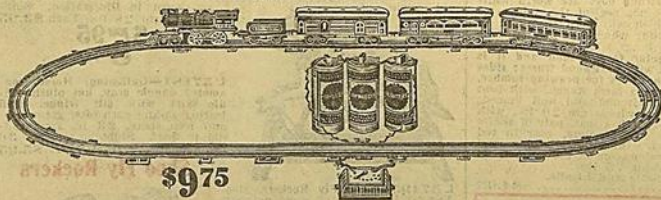
Miniature Electric Railways

IN THE TOY ELECTRIC RAILWAY AND TROLLEY we handle the celebrated Ives lines, which we consider superior to all others. They are run by the ordinary dry batteries, are absolutely harmless and easily operated. The third rail system of trackage is used, in fact everything is thoroughly up-to-date. THE CONTROL SWITCH furnished with each of our Electric Trains is a new feature, and adds wonderfully to the efficiency, as well as to the pleasure of handling the train, as it permits one to stop, start,



\$4.95

L 60035—ELECTRIC TRAIN. Consists of a finely modeled iron locomotive, and tender 9 1/4 inches long, containing an electric motor, having sufficient power to draw several more cars than come in the set. It has a baggage, passenger and drawing room car, each 5 inches long, made of metal and enameled in bright colors. There are 9 sections of track, with one terminal section, total length 102 inches. Battery connections and three batteries are furnished, also a central switch which permits perfect handling of the trains. Put up in neat box. Shipping weight, 15 lbs. Each \$4.95



\$9.75

1910



Miniature Electric Railways

IN THE TOY ELECTRIC RAILWAY AND TROLLEY we handle the celebrated Ives lines, which we consider superior to all others. They are run by the ordinary dry batteries, are absolutely harmless and easily operated. The third rail system of trolley is used, so fast everything is thoroughly up-to-date. THE CONTROL SWITCH furnished with each of our Electric Trains is a new feature, and adds wonderfully to the efficiency, as well as to the pleasure of handling the train, as it permits one to stop, start,

\$4.95



Miniature Electric Railways

IN THE TOY ELECTRIC RAILWAY AND TROLLEY we handle the celebrated Ives lines, which we consider superior to all others. They are run by the ordinary dry batteries, are absolutely harmless and easily operated. The third rail system of traction is used, so fast everything is thoroughly up-to-date. THE CONTROL SWITCH furnished with each of our Electric Trains is a new feature, and adds wonderfully to the efficiency, as well as to the pleasure of handling the train, as it permits one to stop, start,

\$4.95



Miniature Electric Railways

IN THE TOY ELECTRIC RAILWAY AND TROLLEY we handle the celebrated Ives lines, which we consider superior to all others. They are run by the ordinary dry batteries, are absolutely harmless and easily operated. The third rail system of traction is used, so fast everything is thoroughly up-to-date. THE CONTROL SWITCH furnished with each of our Electric Trains is a new feature, and adds wonderfully to the efficiency, as well as to the pleasure of handling the train, as it permits one to stop, start,

\$4.95



1960



[PRODUCTS](#)[GET STARTED](#)[HOBBYISTS](#)[FIND A DEALER](#)[SUPPORT](#)[LIONEL STORE](#)



2015 VOLUME 2 CATALOG

CELEBRATE WITH US!







[Subscribe to e-mails](#)

[ABOUT](#) | [NEWS](#) | [CONTACT US](#) | [SHIPPING SCHEDULE](#) | [PRIVACY POLICY](#) | [LEGAL NOTICES](#) | [TERMS AND CONDITIONS](#)

[LIONEL STORE](#)[SETTLE YOUR](#)[LIONEL TRAINS](#)


© Copyright 2015 Lionel-Lesney LLC. All Rights Reserved.







[HOME](#)[ABOUT US](#)[CONTACT US](#)[SUPPORT](#)[LIONEL STORE](#)



2015 VOLUME Z CATALOG

CELEBRATE WITH US!



[Subscribe to e-mails](#)

[ABOUT](#) | [NEWS](#) | [CONTACT US](#) | [SHIPPING SCHEDULE](#) | [PRIVACY POLICY](#) | [LEGAL NOTICES](#) | [TERMS AND CONDITIONS](#)

[LIONEL STORE](#) | [BATTLE TRAINS](#) | [LIONEL TRUCKS](#)

© Copyright 2015 Lionel Corp. LLC. All Rights Reserved.



ABOUT LIONEL



1900's 1910's 1920's 1930's 1940's 1950's 1960's 1970's 1980's 1990's 2000's 2010's

Youthful inventor Joshua Lionel Coven wasn't the first to manufacture toy trains. But his talents as an engineer and salesman soon put Lionel ahead of its competitors. Coven designed his first train, the Electric Express, not as a toy, but as an eye-catching display for toy stores. During Lionel's early days, Americans were captivated by the railroads and awed by electricity, still a rarity in many homes. Lionel's first trains were powered by wet-cell (acid-filled) batteries, soon replaced by the 110-volt electric transformer. By 1906, with the introduction of preassembled track and a selection of engines and cars, the Lionel we know today was already taking shape.

1900



Joshua Lionel Coven founds Lionel Manufacturing Company near City Hall in New York City

1946



"Smoke" for Lionel steam locomotives debuts, as do the Pennsylvania S-2 steam turbine locomotive and a realistic water tower. Remote uncoupling is introduced with Lionel Electric Set.

1994



Railsounds II™ debuts on the Santa Fe Mikado, digitally reproducing all the detailed sounds of the actual locomotive. The all-new, wireless TrainMaster™ control system finally fulfills the promise of the 1940s-era Lionel Electronic Set.

1999



A retooled Lionel.com debuts on the World Wide Web, bringing a century of model railroading into the next millennium!

2009



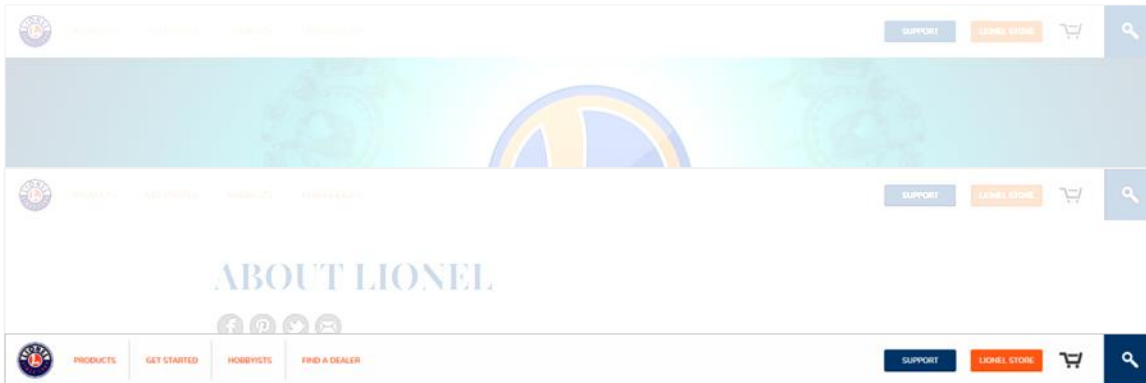
The "Vision Line" of highly detailed scale locomotives with the most advanced features ever offered is introduced. The first locomotive in this category was the highly acclaimed and massive #3000 S.F. 2-10-10-2 locomotive.

2013



Howard Hitchcock is appointed General Manager of the combined companies in Concord, N.C.

Lionel introduces a new technology for Ready-to-Run (RTR) sets called LionChief. LionChief technology allows RTR sets to be operated remotely with the added features of speed control and enhanced train sounds. It will operate on any "O" gauge layout remotely or with any traditional transformer.



ABOUT LIONEL



EVERYTHING YOU NEED TO START YOUR RAILROAD EMPIRE!

READY-TO-RUN SETS



[PRODUCTS](#)[GET STARTED](#)[HOBBYISTS](#)[FIND A DEALER](#)[SUPPORT](#)[LIONEL STORE](#)

2015 VOLUME 2 CATALOG


CELEBRATE WITH US!



1900 2015
LIONEL
115 years young


[LIONEL STORE](#) [WHOLE TRAIN](#) [LIONEL TRAINS](#)

ABOUT | NEWS | CONTACT US | SHIPPING SCHEDULE |
PRIVACY POLICY | LEGAL NOTICES |
TERMS AND CONDITIONS

© Copyright 2015 Lionel-Lines LLC. All Rights Reserved.


[HOME](#)[ABOUT](#)[CONTACT](#)[SUPPORT](#)







[SUPPORT](#)[LIONEL STORE](#)



2015 VOLUME Z CATALOG

CELEBRATE WITH US!



[Subscribe to e-mails](#)

[ABOUT](#) | [NEWS](#) | [CONTACT US](#) | [SHIPPING SCHEDULE](#) | [PRIVACY POLICY](#) | [LEGAL NOTICES](#) | [TERMS AND CONDITIONS](#)

[LIONEL STORE](#)[BATTLE TRAIN](#)[LIONEL TRUCKS](#)




© Copyright 2015 Lionel LLC. All Rights Reserved.


2006

The screenshot shows the Lionel website homepage. At the top, there is a navigation bar with links for "HOME", "ABOUT", "CONTACT", "SUPPORT", "LIONEL STORE", and a shopping cart icon. The main content area features a large black box with the text "ENHANCE YOUR OPERATING EXPERIENCE" in blue. Below this, a paragraph states: "Your layout has always been more than the sum of its parts. But until now, combining those parts into a complete system could be a challenge. Lionel's Layout Control System fulfills the LEGACY promise of integrated locomotive and layout control." An orange button below the text says "CLICK HERE TO LEARN MORE". To the right of the black box is the LGS logo, which includes the text "LIONEL CONTROL SYSTEM LEGACY" and "LGS LAYOUT CONTROL SYSTEM". Below the text and logo, there are images of the LGS components: two silver track power packs, four blue BPC2 (Block Power Controller) units, and a black power supply unit with a coiled cable. On the left side of the page, there is a vertical banner for the "2015 VOLUME Z CATALOG" with the word "CELEBRATION" partially visible.



2009

[HOME](#)[ABOUT US](#)[CONTACT](#)[SUPPORT](#)[LIONEL GLOBE](#)




2015 VOLUME Z CATALOG
CELEBRATION

ENHANCE YOUR OPERATING

WELCOME TO VISIONLINE

In 2009, Lionel proudly introduced a line of the most authentic, technically advanced trains and accessories ever made. Our VisionLine products are what Joshua Lionel Cowen always envisioned Lionel would be - the ultimate destination for the very best in model railroading.


[CLICK HERE TO LEARN MORE ABOUT VISIONLINE](#)



VISIONLINE

UNION PACIFIC VISION LEGACY SCALE 4-8-8-4 BIG BOY #4004

\$2699.99



2013

The image is a screenshot of the LionChief Plus website homepage. At the top, there is a navigation bar with links for "HOME", "ABOUT US", "CONTACT", and "LIONCHIEF PLUS". On the right side of the navigation bar are buttons for "SUPPORT", "LABEL GUIDE", a shopping cart icon, and a search icon. The main content area features a large banner with the text "ENHANCE YOUR OPERATING" and "WELCOME TO VISIONLINE". Below this, a black box contains the text "POWERFUL ENGINES, HIGH-TECH FEATURES, AFFORDABLE PRICE!" with a "LIONCHIEF PLUS" button underneath. To the right of this box is an image of a black remote control with the LionChief Plus logo. Below the black box is a large image of a model train engine with the text "LIONCHIEF PLUS" overlaid. On the left side of the banner, there is a vertical text element that reads "2015 VOLUME 2 CATALOG" and "CELEB".

ENHANCE YOUR
OPERATING

WELCOME TO
VISIONLINE

2015 VOLUME 2 CATALOG
CELEB

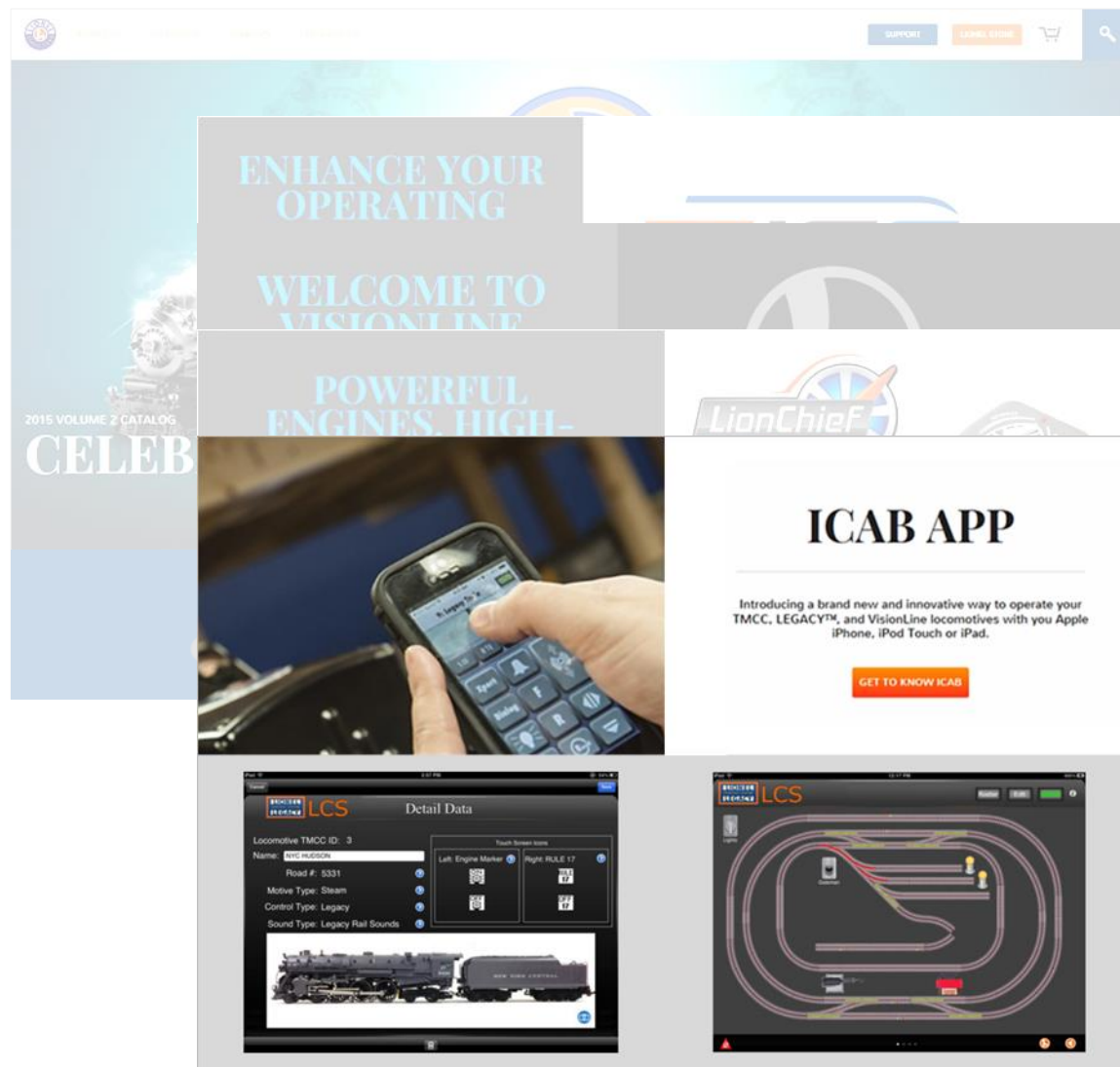
POWERFUL
ENGINES, HIGH-
TECH FEATURES,
AFFORDABLE
PRICE!


LIONCHIEF PLUS



LionChief
PLUS

LIONCHIEF PLUS

2014



[PRODUCTS](#)[HOW TO USE](#)[FAQS](#)[CONTACT US](#)

[SUPPORT](#)[LIONEL STORE](#)



2015 VOLUME Z CATALOG

CELEBRATE

ENHANCE YOUR OPERATING

WELCOME TO VISION LINE

POWERFUL ENGINES. HIGH-

[PRODUCTS](#)[GET STARTED](#)[HOBBYISTS](#)[FIND A DEALER](#)[SUPPORT](#)[LIONEL STORE](#)

LIONEL: AN ICONIC BRAND WITH WORLD-CLASS PARTNERS

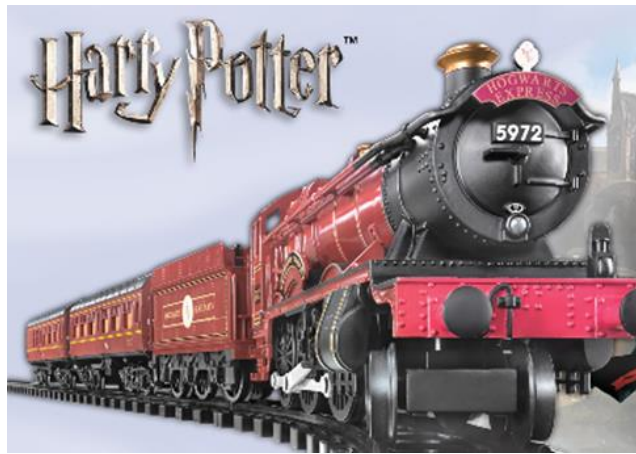
[VIEW LICENSED PRODUCTS](#)






[HOME](#)
[ABOUT US](#)
[CONTACT US](#)
[SUPPORT](#)
[LIONEL STORE](#)




LIONEL: AN ICONIC BRAND WITH WORLD-CLASS PARTNERS

[VIEW LICENSED PRODUCTS](#)



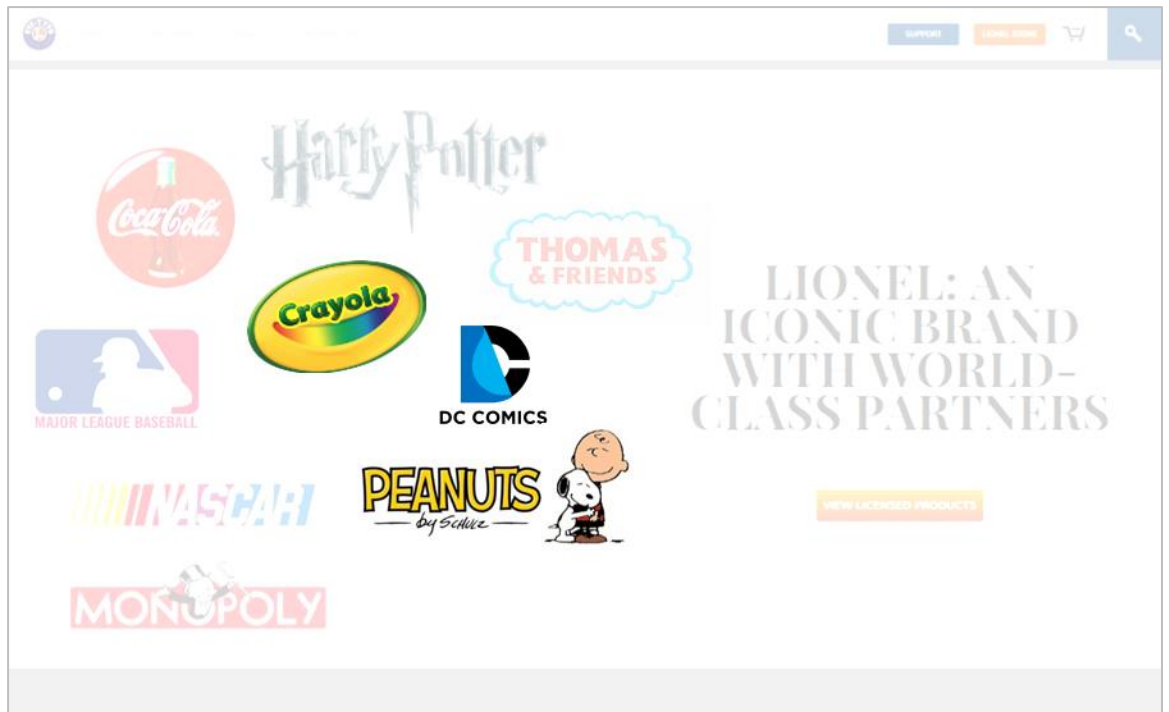
[Home](#)
[About Us](#)
[Contact Us](#)
[Support](#)
[Licensee Home](#)
[Cart](#)
[Search](#)

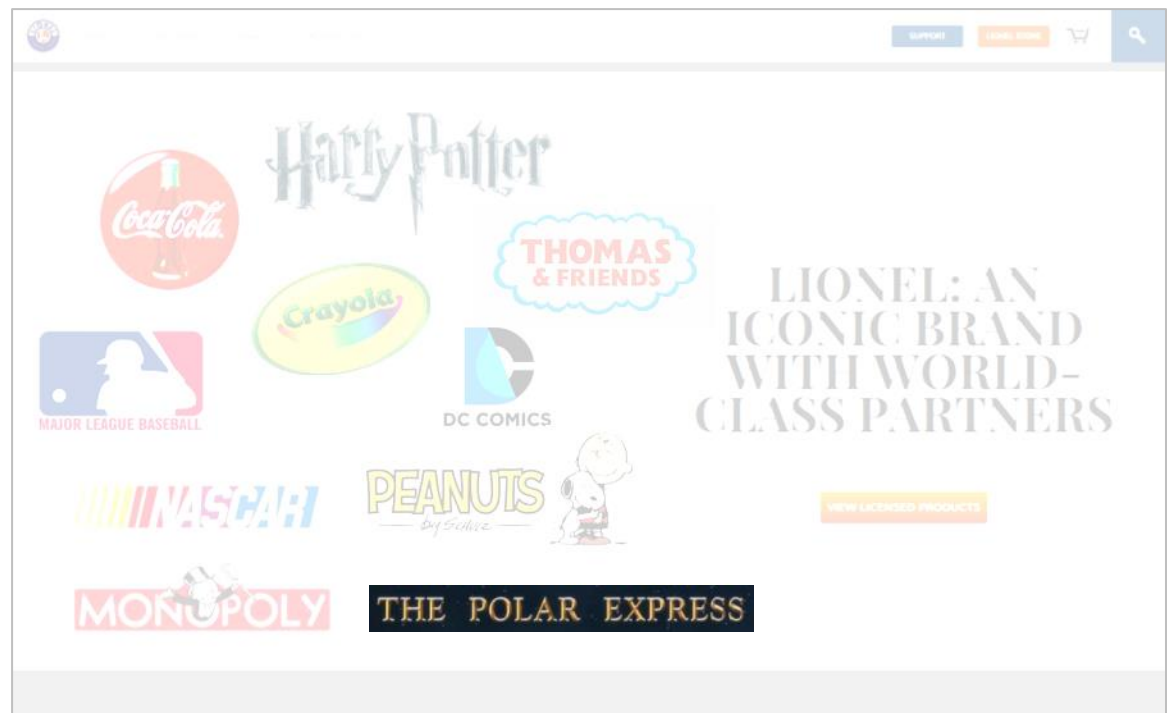




LIONEL: AN
 ICONIC BRAND
 WITH WORLD-
 CLASS PARTNERS

VIEW LICENSED PRODUCTS








UNDER THE TREE











Nothing finishes a perfect Christmas setting then having a Lionel train running under your Christmas tree during the holidays! Our Ready-to-Run Sets are the perfect under the tree addition and are sure to fill the home with holiday magic this Christmas.

[VIEW READY-TO-RUN SETS](#)



[Home](#) [About Us](#) [Contact Us](#) [Careers](#) [Privacy Policy](#)

[Support](#) [Lionel Store](#)  



LIONEL: AN ICONIC BRAND WITH WORLD-CLASS PARTNERS

[VIEW LICENSED PRODUCTS](#)

UNDER THE TREE




Nothing finishes a perfect Christmas setting then having a Lionel train running under your Christmas tree during the holidays! Our Ready to Run Sets are the perfect under the tree addition and are sure to fill the home with holiday magic this Christmas.











[VIEW READY-TO-RUN SETS](#)



Coming Soon



[PRODUCTS](#)[GET STARTED](#)[HOBBYISTS](#)[FIND A DEALER](#)[SUPPORT](#)[LIONEL STORE](#)



LIONEL: AN ICONIC BRAND WITH WORLD-CLASS PARTNERS

[VIEW LICENSED PRODUCTS](#)






CELEBRATE WITH US!






© Copyright 2019 Lippincott Williams & Wilkins. All Rights Reserved.

LIONEL STONE RATTLE TRAIN LIONEL TRACKS

© Copyright 2019 Lippincott Williams & Wilkins. All Rights Reserved.


[HOME](#)[ABOUT](#)[CONTACT](#)[SUPPORT](#)







[SUPPORT](#)[LIONEL STORE](#)



2015 VOLUME Z CATALOG

CELEBRATE WITH US!











Subscribe to e-mails

[ABOUT](#)[NEWS](#)[CONTACT US](#)[SHIPPING SCHEDULE](#)[PRIVACY POLICY](#)[LEGAL NOTICES](#)[TERMS AND CONDITIONS](#)

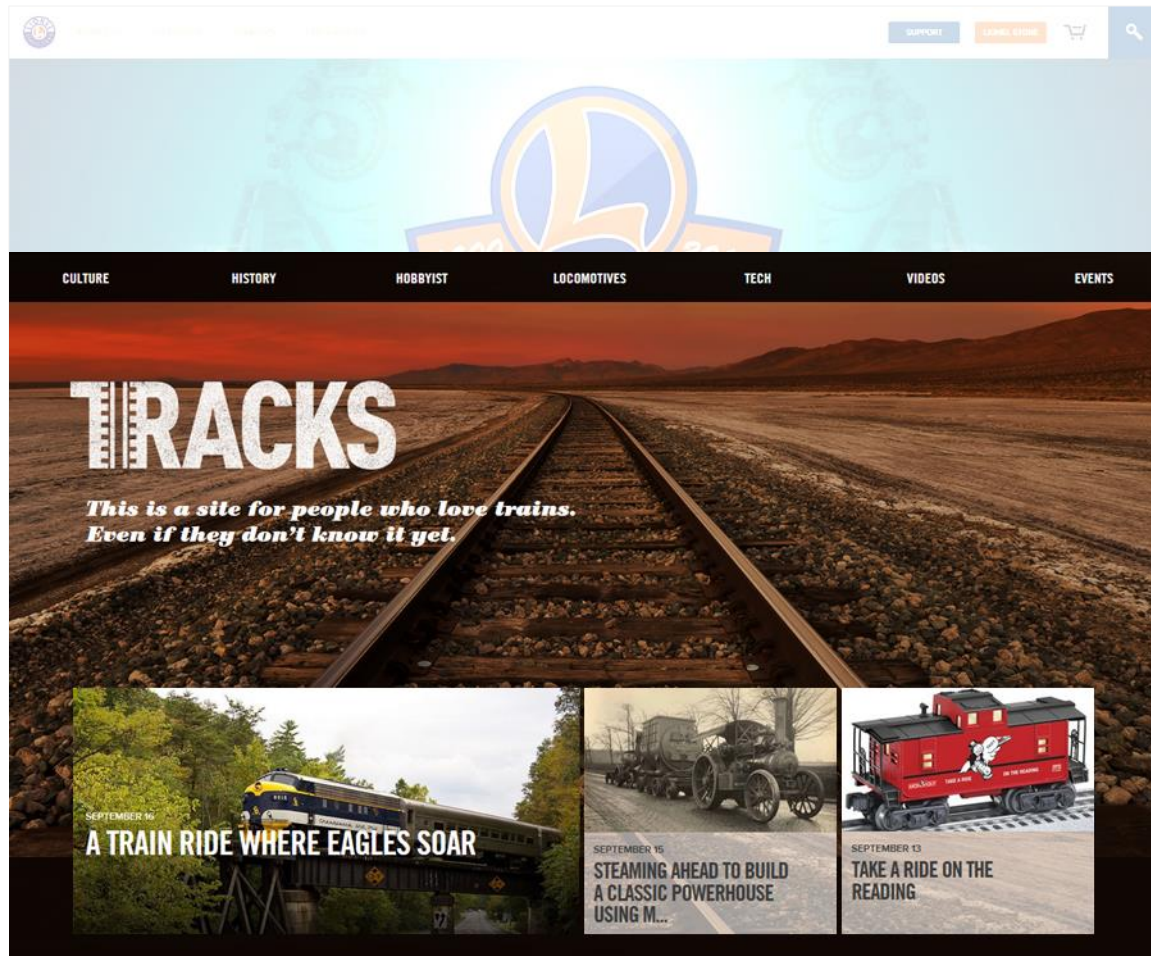
[LIONEL STORE](#)[BATTLE TRAINS](#)[LIONEL TRUCKS](#)




© Copyright 2015 Lionel LLC. All Rights Reserved.




Subscribe to e-mails

Facebook | YouTube | Instagram | Pinterest | Twitter





[HOME](#)[ABOUT](#)[CONTACT](#)[SUPPORT](#)[LIONEL STORE](#)



CULTUREHISTORYHOBBYSTLOCOMOTIVESTECHVIDEOSEVENTS

TRACKS

[.com](#)[Download Now](#)



BATTLE TRAIN

Trailer

Story

Features

Download for iPad

Name



Email

Sign up for our Newsletter





The New Badlands




When roads are a distant memory, people depend solely on trains for their very survival. Only the Lionel Delivery Company is tough enough to brave the challenges and defend the railway from ruthless bandits!

Download on the App Store



Watch the Trailer

Like or Share  Like   

HIGH

Heritage

LOW


Meaningful
Unique
Sustainable
Enduring
Iconic
Important
Continuous
Grounded

Superficial
Common
Disposable
Temporary
Mundane
Trivial
Disruptive
Adrift

LOW **Innovation** **HIGH**

Ancient
Unstylish
Obsolete
Antiquated
Deteriorated
Passive
Irrelevant
Uncool


Modern
Fashionable
Novel
Technological
Fresh
Active
Relevant
Cool

 Mercedes-Benz

Vehicles ▾Shopping Tools ▾

Dealers & InventoryEnter Zip Code ▾

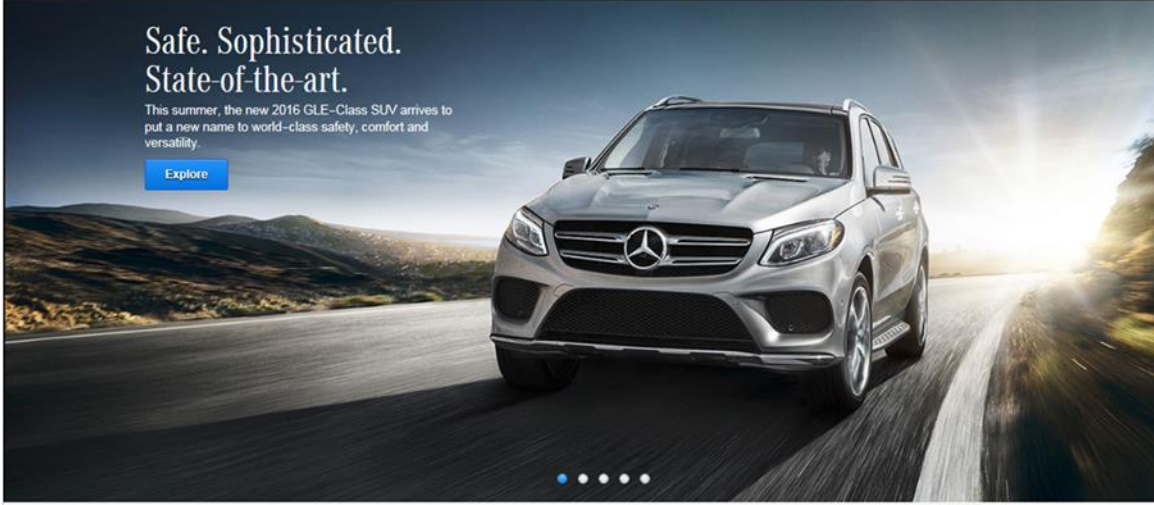
Certified Pre-OwnedAMGOwners ▾




Safe. Sophisticated. State-of-the-art.

This summer, the new 2016 GLE-Class SUV arrives to put a new name to world-class safety, comfort and versatility.


[Explore](#)







Mercedes-Benz

 Mercedes-Benz

Vehicles ▾


Shopping Tools ▾


Dealers & Inventory

Certified Pre-Owned

AMG

Owners ▾



 Mercedes-Benz

Vehicles ▾


Shopping Tools ▾

Dealers & Inventory

Certified Pre-Owned

AMG


Owners ▾




S-Class Coupe

Innovation. Inspiration. Design. Desire.


Starting at: **\$121,550*** MSRP







Mercedes-Benz


[Mercedes-Benz](#)

[Vehicles ▾](#)


[Shopping Tools ▾](#)


[Dealers & Inventory](#)

[Certified Pre-Owned](#)

[AMG](#)

[Owners ▾](#)




[Mercedes-Benz](#)

[Vehicles ▾](#)


[Shopping Tools ▾](#)


[Dealers & Inventory](#)

[Certified Pre-Owned](#)

[AMG](#)

[Owners ▾](#)




[Mercedes-Benz](#)

[Vehicles ▾](#)


[Shopping Tools ▾](#)

[Dealers & Inventory](#)

[Certified Pre-Owned](#)

[AMG](#)

[Owners ▾](#)



B-Class Electric Drive

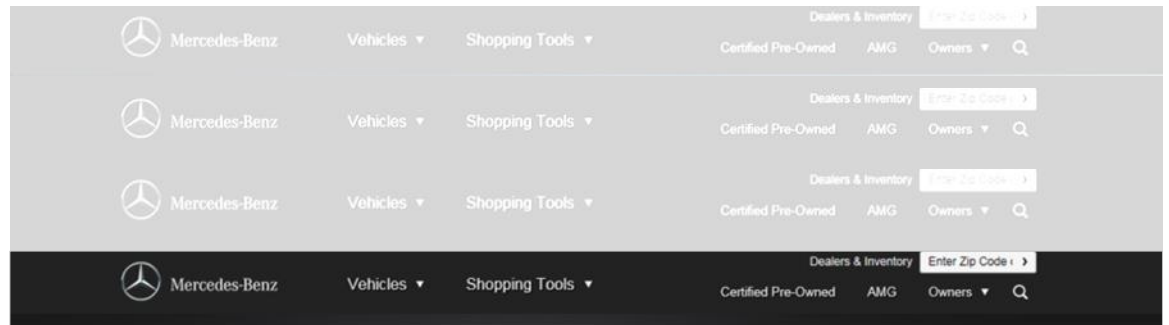
It's pure electric.
And pure Mercedes-Benz.

Starting at **\$41,450** MSRP

[Watch the Video](#)



Mercedes-Benz



Technology

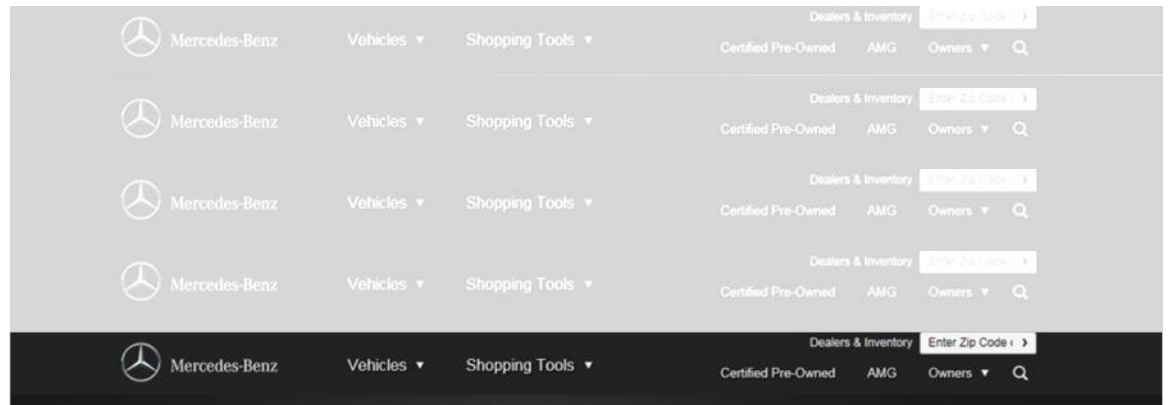


Intelligent Drive: Virtual eyes on the road. Real action on your behalf.

A team of advanced technologies enhance safety, reduce driving stress, and help to smooth every move. COLLISION PREVENTION ASSIST PLUS can brake to avoid a collision autonomously. PRE-SAFE PLUS helps prepare you for front, rear and rollover accidents. And optional DISTRONIC PLUS pairs adaptive cruise control with innovative steering assist. (Disclaimer)



Mercedes-Benz



Technology

Advanced driver
assists

**Mercedes-Benz
mbrace**

First-rate
entertainment



mbrace: An ever-
advancing world of
connections,
convenience and
support.


From your car, computer or smartphone, mbrace connects you and your car. And it does it in ways you already connect with the world: With an ever-growing array of apps. Remote vehicle features. The search help of Google® and Yelp. And assistance in an emergency. For 2016, five years of mbrace® Connect features and services are included. (Disclaimer)



Mercedes-Benz



Mercedes-Benz

[Mercedes-Benz](#)

[Vehicles ▾](#)


[Shopping Tools ▾](#)


[Dealers & Inventory](#)

[Certified Pre-Owned](#)

[AMG](#)

[Owners ▾](#)



[Mercedes-Benz](#)

[Vehicles ▾](#)


[Shopping Tools ▾](#)

[Dealers & Inventory](#)

[Certified Pre-Owned](#)

[AMG](#)

[Owners ▾](#)



[Mercedes-Benz](#)[Vehicles ▾](#)[Shopping Tools ▾](#)[Dealers & Inventory](#) [Certified Pre-Owned](#)[AMG](#)[Owners ▾](#)[Mercedes-Benz](#)[Vehicles ▾](#)[Shopping Tools ▾](#)[Dealers & Inventory](#) [Certified Pre-Owned](#)[AMG](#)[Owners ▾](#)[Mercedes-Benz](#)[Vehicles ▾](#)[Shopping Tools ▾](#)[Dealers & Inventory](#) [Certified Pre-Owned](#)[AMG](#)[Owners ▾](#)

[Mercedes-Benz](#)

[Vehicles ▾](#)

[Shopping Tools ▾](#)

[Dealers & Inventory](#)

[Certified Pre-Owned](#)

[AMG](#)

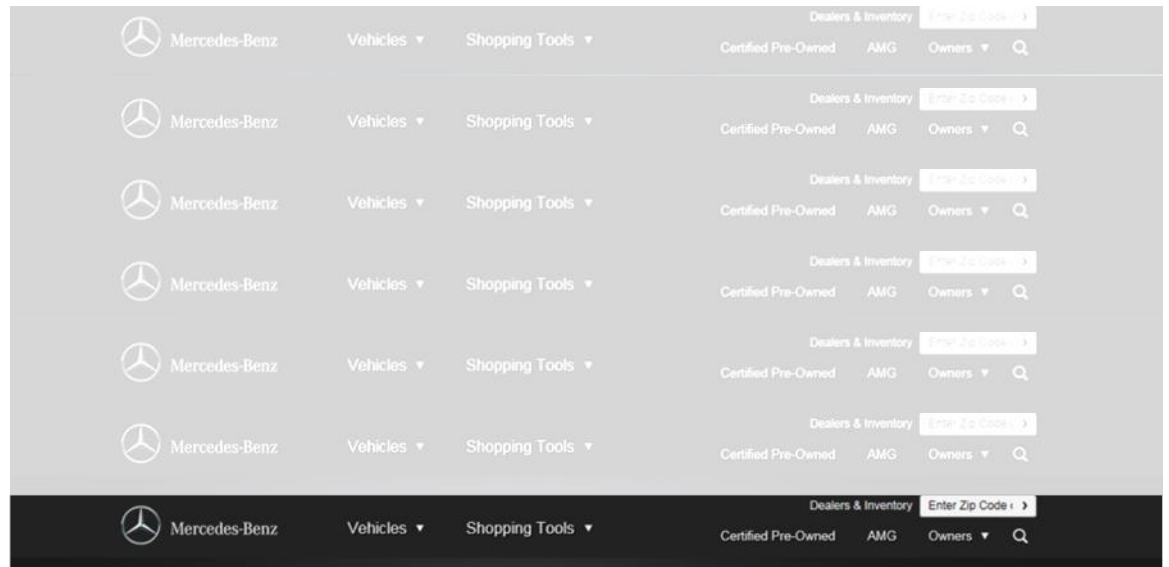
[Owners ▾](#)



Today, Tomorrow, the Future

How you'll see even more of the world from your Mercedes-Benz.





DICE System

Gesturing to the future.

Capable of recognizing and using a driver's hand movements to create a custom virtual dashboard -- complete with live feed from their social network -- the Mercedes-Benz DICE (Dynamic & Intuitive Control Experience) concept represents our commitment to the kind of innovation that answers and even anticipates drivers' needs.




Mercedes-Benz

Autonomous

We invented the car and now, we're on the verge of introducing the self-driving car. It's an example of our commitment to creating the most intelligently connected vehicles on the road. See our latest breakthroughs at work in this video as we retrace Bertha Benz's 60-mile route from Mannheim to Pforzheim without touching the wheel.





Mercedes-Benz


Vehicles ▾Shopping Tools ▾

Dealers & InventoryEnter Zip Code ▾

Certified Pre-OwnedAMGOwners ▾

Q

Corporate history.



×

f

🐦


g+

^

[Mercedes-Benz](#) > [Classic](#) > [History](#) > [Corporate history](#)



Mercedes-Benz

Mercedes-Benz

Vehicles ▾

Shopping Tools ▾

Dealers & Inventory


Enter Zip Code ▾

Certified Pre-Owned

AMG

Owners ▾

Q

Mercedes-Benz

Vehicles ▾

Shopping Tools ▾

Dealers & Inventory

Enter Zip Code ▾

Certified Pre-Owned

AMG

Owners ▾

Q

1886

1894

1901

1906


The first auto race

Honeycomb radiator

Electric-powered car

The first car

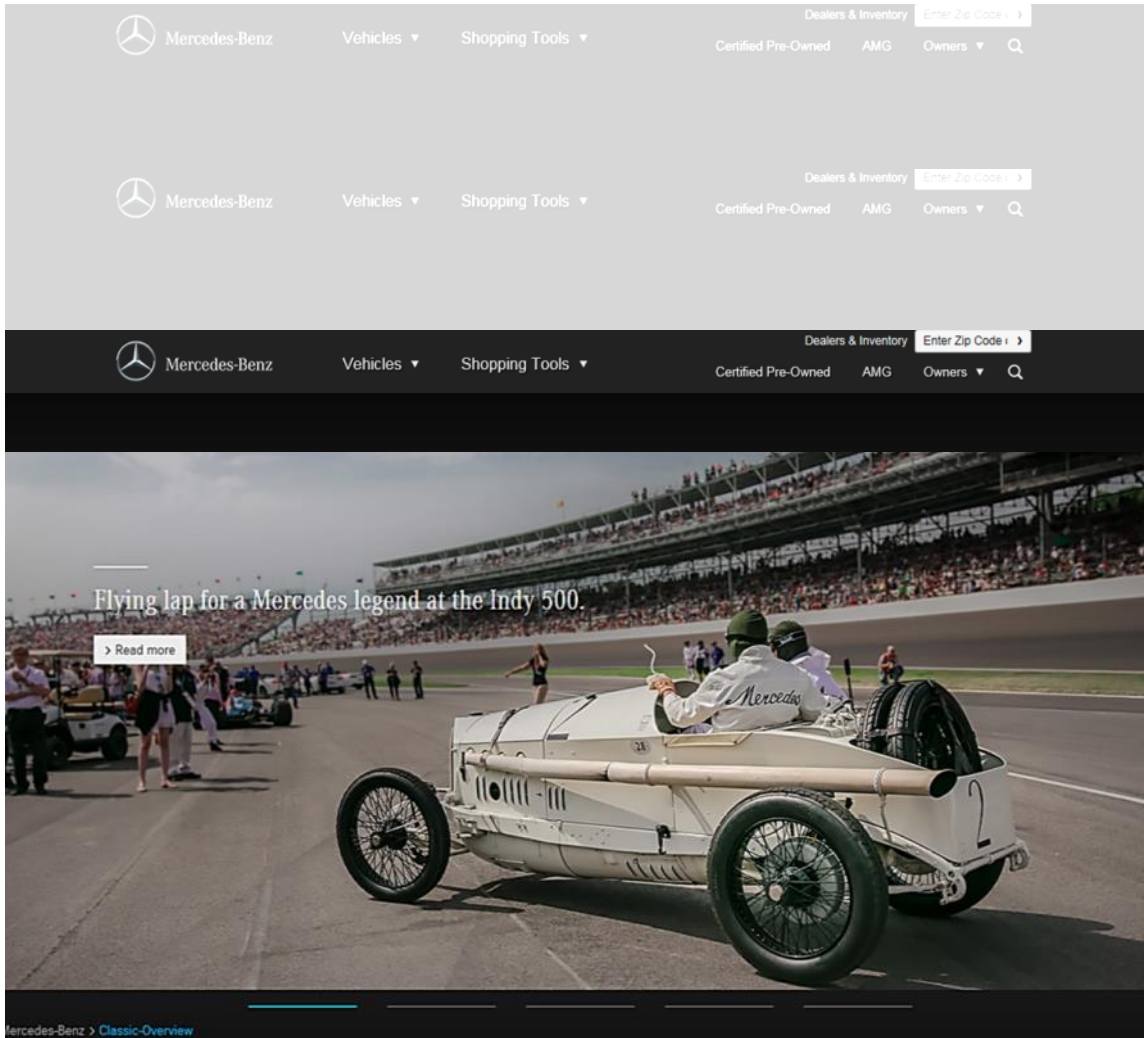
In 1886, Carl Benz is awarded German patent number 37435 for a three-wheeled, self-propelled "Motorwagen". With a rear-mounted single-cylinder engine, the first automobile forever changes the way people move, and sparks a legacy of innovation that continues to this day.



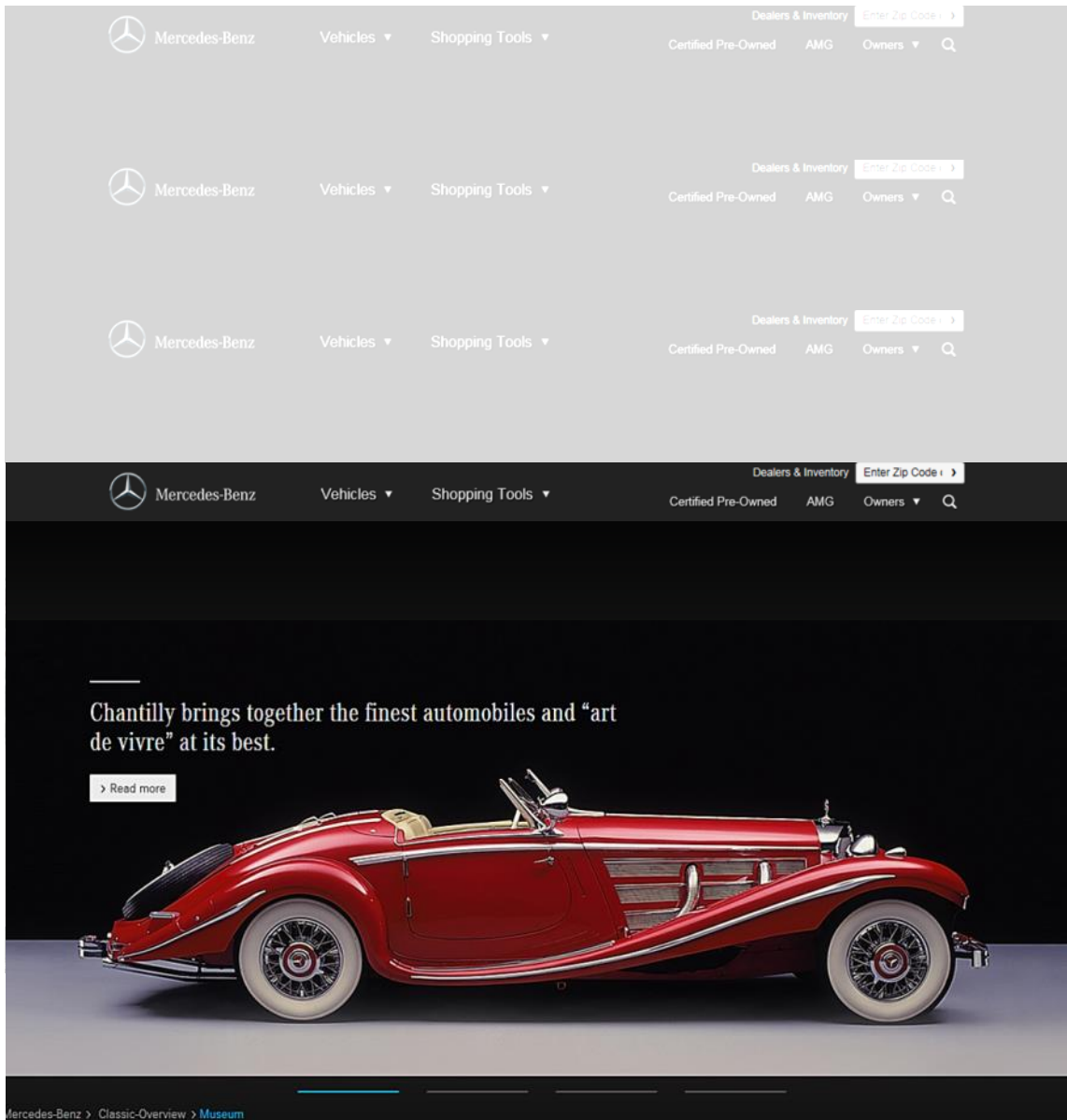
i The first female driver.
"Bertha Benz, Carl's wife, decided to help



Mercedes-Benz



Mercedes-Benz



Mercedes-Benz



Mercedes-Benz Museum
Stuttgart, Germany [2006]



Mercedes-Benz



**Mercedes-Benz Museum
Stuttgart, Germany [2006]**

175,000+ square feet on nine levels
1,500+ exhibits
160+ vehicles on display
Archives with additional 700+ vehicles



Mercedes-Benz



Mercedes-Benz Museum Stuttgart, Germany [2006]

175,000+ square feet on nine levels

1,500+ exhibits

160+ vehicles on display

Archives with additional 700+ vehicles



Mercedes-Benz

Mercedes-Benz Museum Stuttgart, Germany [2006]

175,000+ square feet on nine levels
1,500+ exhibits
160+ vehicles on display
Archives with additional 700+ vehicles



Mercedes-Benz

Mercedes-Benz Museum Stuttgart, Germany [2006]

175,000+ square feet on nine levels
1,500+ exhibits
160+ vehicles on display
Archives with additional 700+ vehicles



Mercedes-Benz

Mercedes-Benz Classic Centers Fellbach, Germany



Mercedes-Benz

Mercedes-Benz Classic Centers Fellbach, Germany and Irvine, California



Mercedes-Benz

Mercedes-Benz Classic Centers Fellbach, Germany and Irvine, California

Repair and restoration



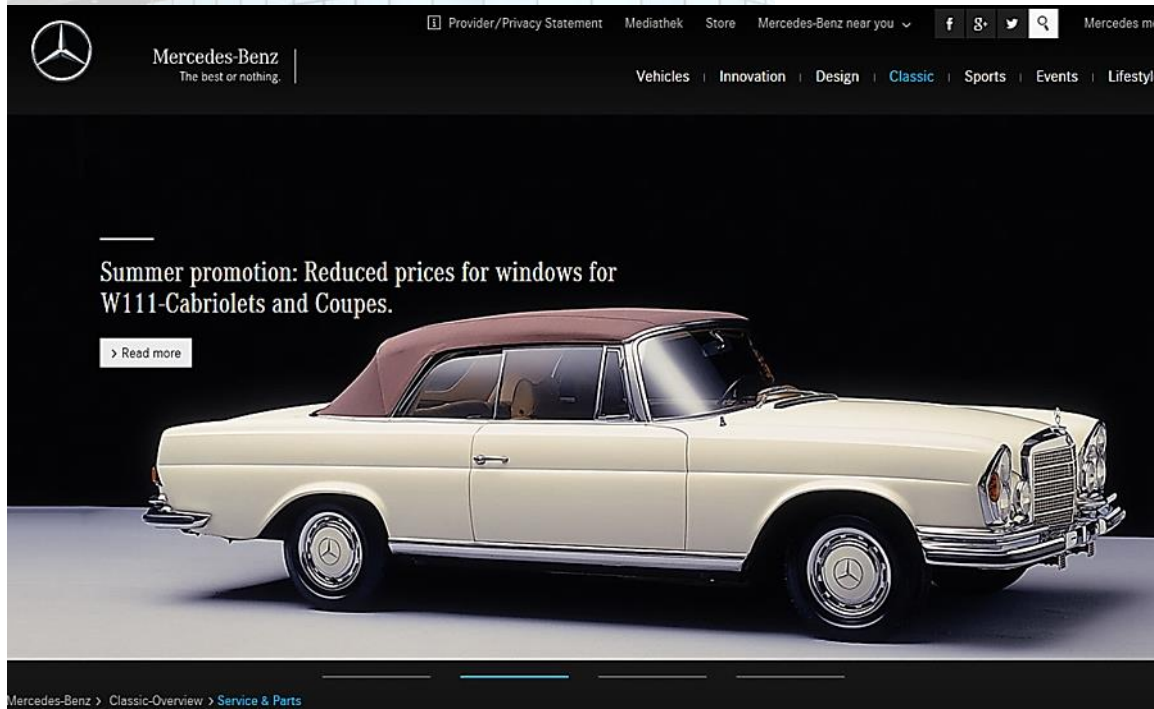
Mercedes-Benz

Mercedes-Benz Classic Centers Fellbach, Germany and Irvine, California

Repair and restoration

50,000+ spare parts

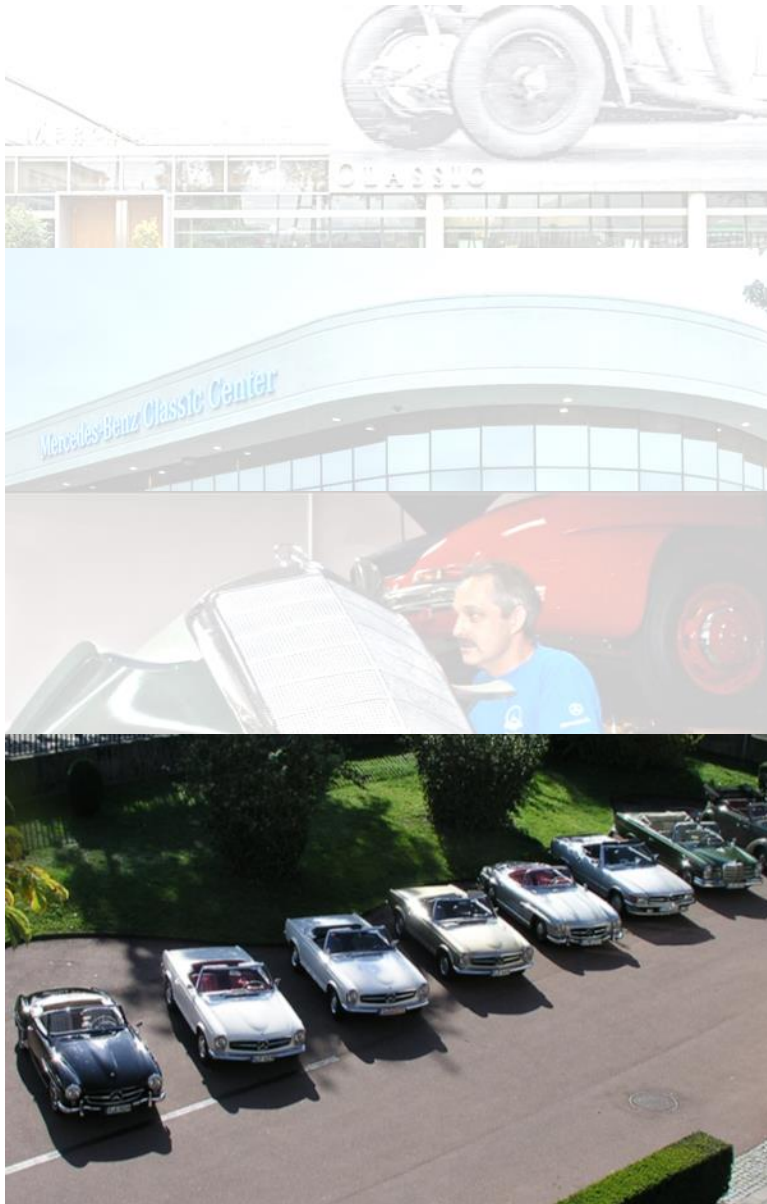
Serving 20+ discontinued models



Mercedes-Benz

Mercedes-Benz Classic Centers Fellbach, Germany and Irvine, California

Repair and restoration
50,000+ spare parts
Serving 20+ discontinued models
Vintage car sales



Mercedes-Benz

Mercedes-Benz Classic Centers Fellbach, Germany and Irvine, California

Repair and restoration
50,000+ spare parts
Serving 20+ discontinued models
Vintage car sales



Vehicle Provider

All vehicles

Mercedes-Benz Museum GmbH (DE)

Mercedes-Benz Classic, Irvine (US)



Mercedes-Benz 500 SL, W129



Mercedes-Benz E60 AMG Limited, W124



Mercedes-Benz W 116 350 SEL, W116



Mercedes-Benz W124 280 TE, S 124



300 SD, W 116



300 Sc Coupe, W 188 II




Mercedes-Benz

Mercedes-Benz Classic Centers Fellbach, Germany and Irvine, California

Repair and restoration
50,000+ spare parts
Serving 20+ discontinued models
Vintage car sales




 Mercedes-Benz

< Mercedes-Benz Classic - Home

back to overview

Benz Patent Motorwagen Replica



1 of 3

Contact

Mr. Michael F. Kunz
+1-866-622-5277
michael.f.kunz@mbusa.com

A- A A+

Model year:
Lacquering:
Interior:
Specifics:
Price:

2002
black
black
Engine type: 1 cylinder, Transmission: 1 forward gear
and no reverse, Curb weight: 584 lbs., Displacement:
58 cu in (954 cc), Output @ 400 rpm: 0.7 hp, Torque:
n/a, Top speed: 10 mp h
\$90,000 USD



Mercedes-Benz

How should historic companies do heritage marketing?

How should historic companies do heritage marketing?

- **Remember the theory**

- You cannot escape your heritage
- Heritage is your competitive differentiation
- Heritage is not only about your company
- Historical identity is not generation dependent
- Heritage and innovation are not mutually exclusive

1

2

3

4

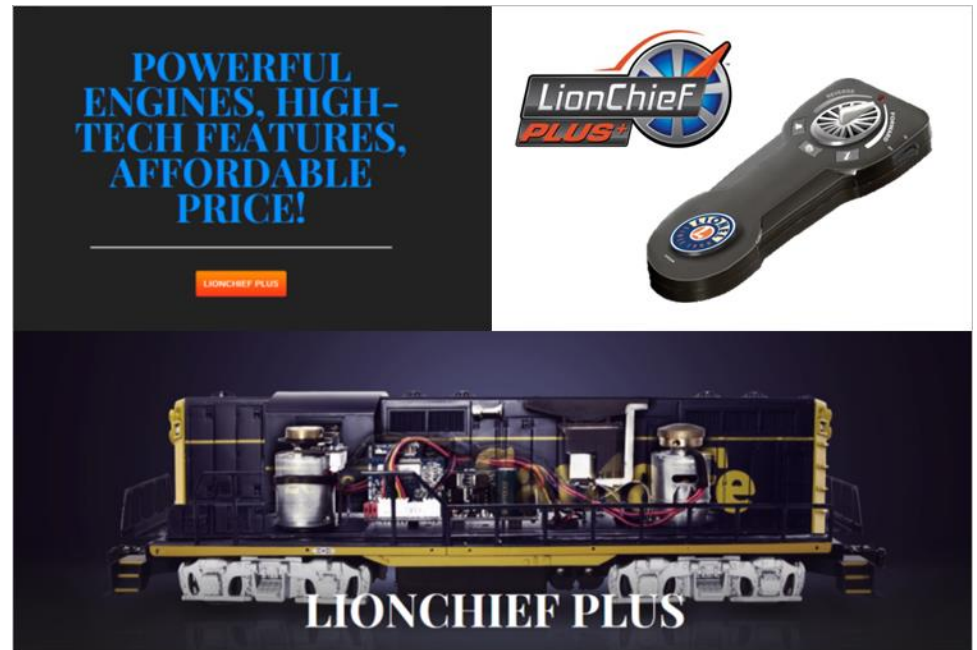
5

How should historic companies do heritage marketing?

- Remember the theory
- **Pursue excellence in BOTH heritage AND innovation**

How should historic companies do heritage marketing?

- Remember the theory
- Pursue excellence in BOTH heritage AND innovation



How should historic companies do heritage marketing?

- Remember the theory
- Pursue excellence in BOTH heritage AND innovation



How should historic companies do heritage marketing?

- Remember the theory
- Pursue excellence in BOTH heritage AND innovation



How should historic companies do heritage marketing?

- Remember the theory
- Pursue excellence in BOTH heritage AND innovation



1855

How should historic companies do heritage marketing?

- Remember the theory
- Pursue excellence in BOTH heritage AND innovation



160



1855

How should historic companies do heritage marketing?

- Remember the theory
- Pursue excellence in BOTH heritage AND innovation



1855



1927

~800 rooms

How should historic companies do heritage marketing?

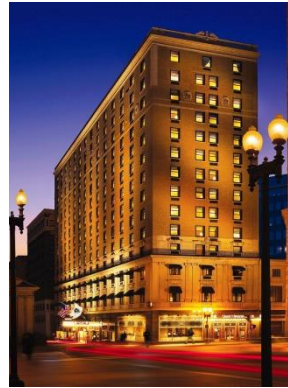
- Remember the theory
- Pursue excellence in BOTH heritage AND innovation



1855



1927



1979

551 rooms

How should historic companies do heritage marketing?

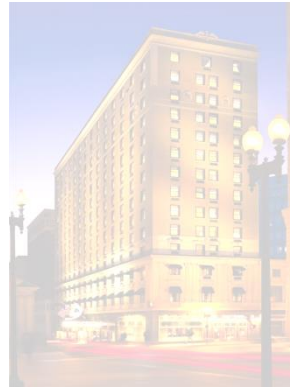
- Remember the theory
- Pursue excellence in BOTH heritage AND innovation



1855



1927



1979



2016

How should historic companies do heritage marketing?

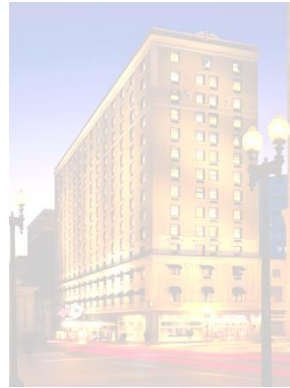
- Remember the theory
- Pursue excellence in BOTH heritage AND innovation



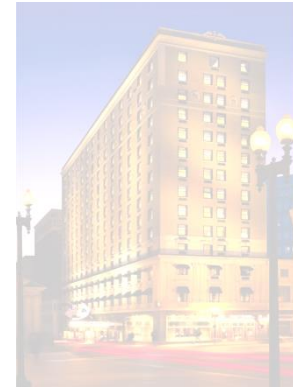
1855



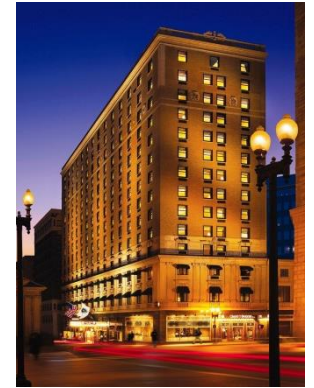
1927



1979



2016



?

How should historic companies do heritage marketing?

- Remember the theory
- Pursue excellence in BOTH heritage AND innovation
- **Find and use symbols**

How should historic companies do heritage marketing?

- Remember the theory
- Pursue excellence in BOTH heritage AND innovation
- Find and use symbols



Mercedes-Benz





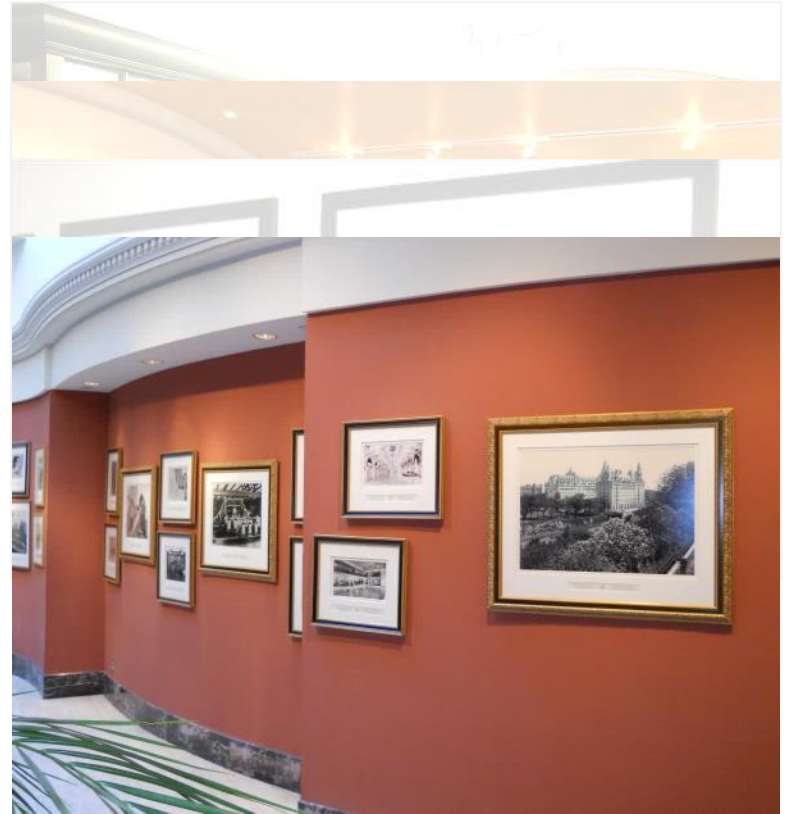
Fairmont
HOTELS & RESORTS



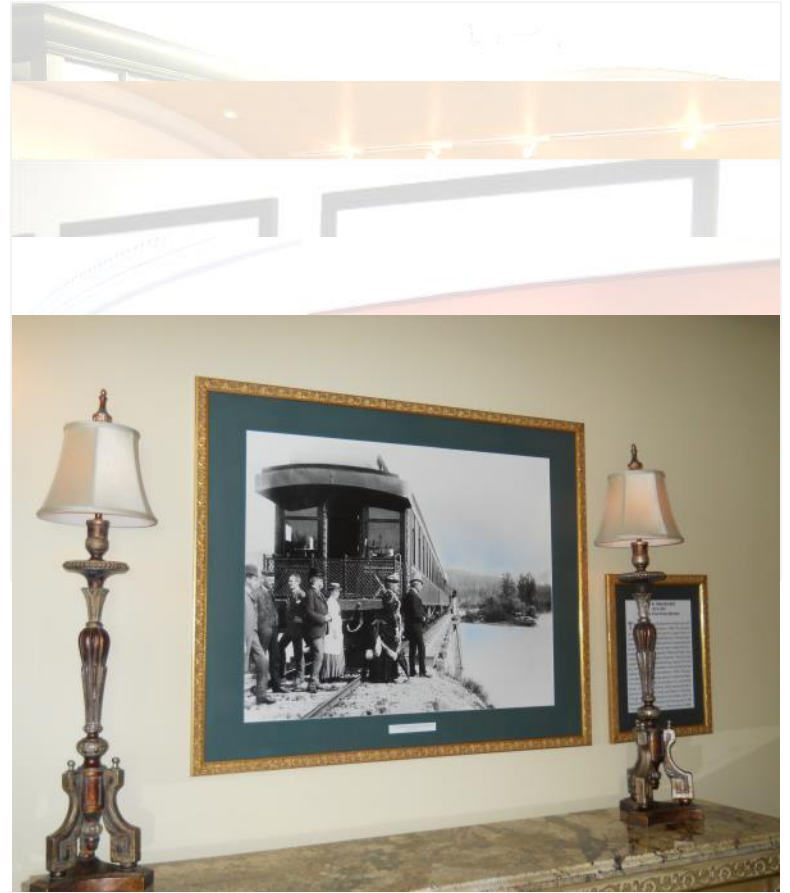
Fairmont
HOTELS & RESORTS



Fairmont
HOTELS & RESORTS



Fairmont
HOTELS & RESORTS

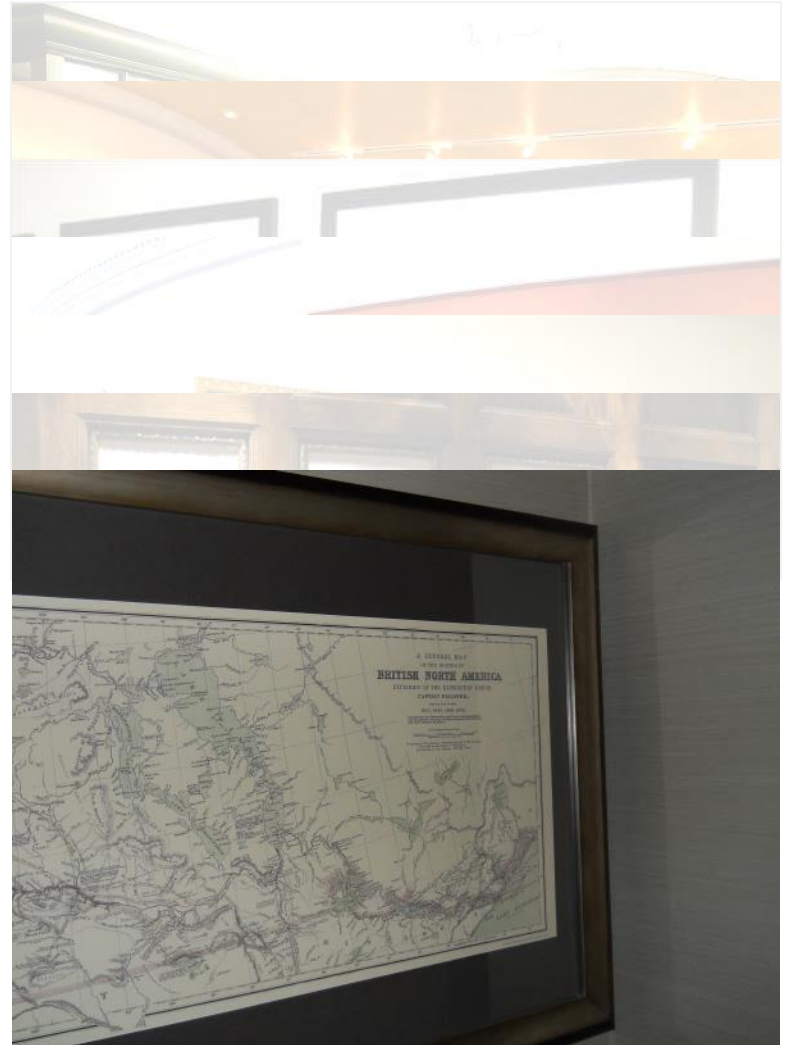


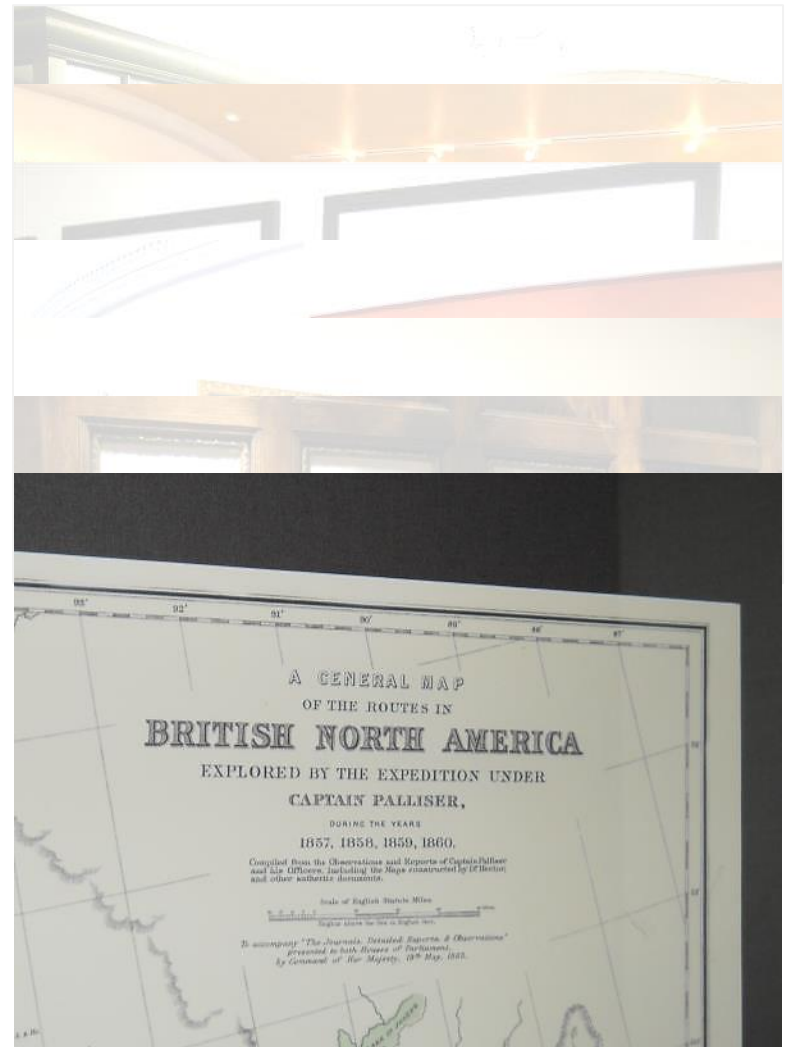
Fairmont
HOTELS & RESORTS



Fairmont
HOTELS & RESORTS

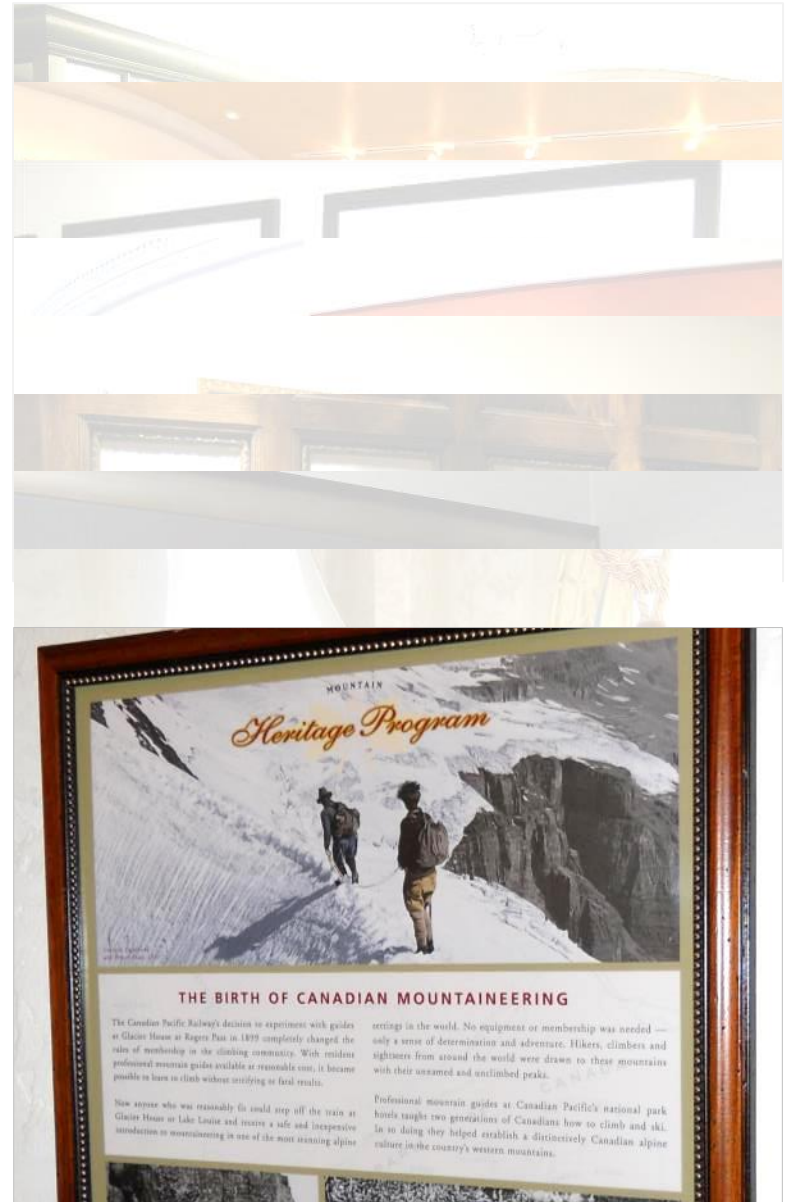


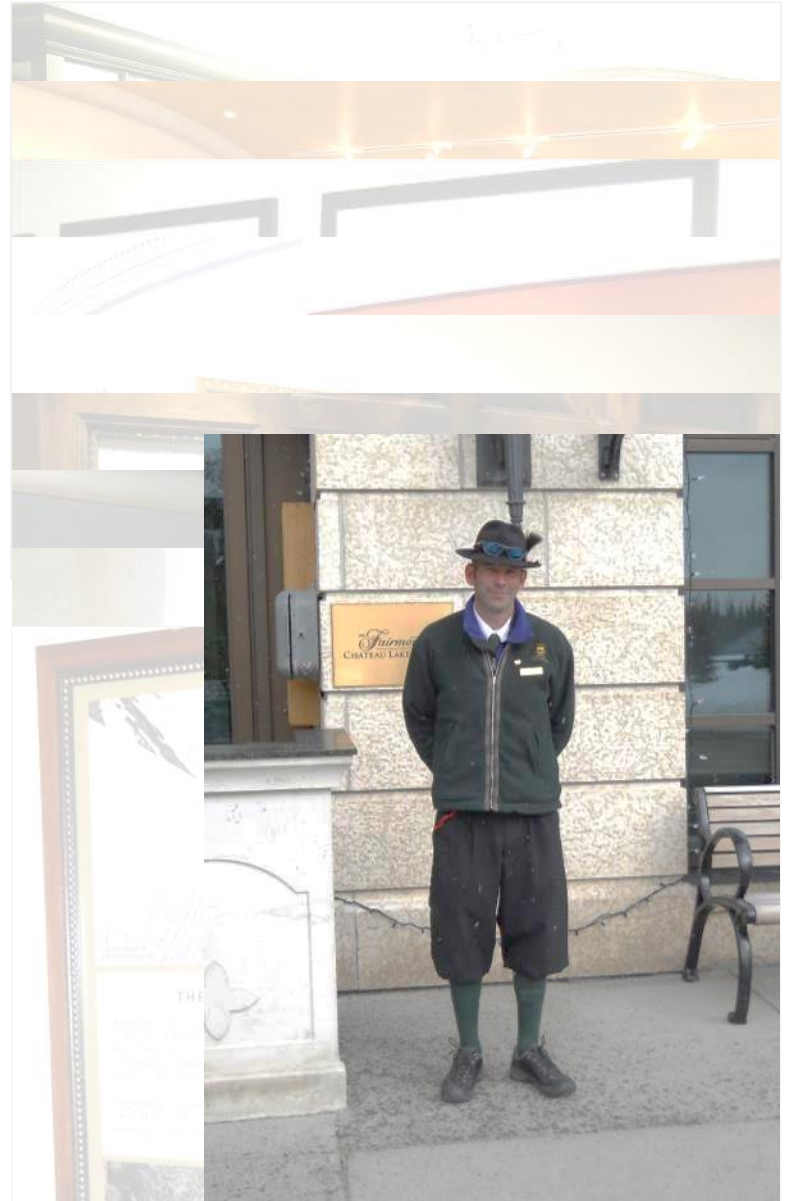












How should historic companies do heritage marketing?

- Remember the theory
- Pursue excellence in BOTH heritage AND innovation
- Find and use symbols
- **Identify opportunities to...**

How should historic companies do heritage marketing?

- Remember the theory
- Pursue excellence in BOTH heritage AND innovation
- Find and use symbols
- Identify opportunities to...
 - **Support historical projection by customers**

INNATE HERITAGE

Historical elements of brand
serve as signals
regarding attributes or benefits
of brand and products

Prospective
Brand identity
History of the brand
Indexical authenticity

STRUCTURAL HERITAGE

Origination

Genuine

IMPLIED HERITAGE

Survival

Continuous

PROJECTED HERITAGE

**Brand becomes an instrument of
existential definition
upon which consumers project their
own historical associations**

Retrospective
Brand identity and consumer identity
History through the brand
Iconical authenticity

RECONSTRUCTED HERITAGE

Reunion

Familiar

MYTHICAL HERITAGE

Adventure

Quintessential

CONSUMER VALUE PROPOSITION

Leadership
Authenticity

Expertise
Reliability

Personal nostalgia

Historical or
utopian nostalgia

Legacy

Longevity

Longing

Legend

How should historic companies do heritage marketing?

- Remember the theory
- Pursue excellence in BOTH heritage AND innovation
- Find and use symbols
- Identify opportunities to...
 - Support historical projection by customers



Mercedes-Benz



How should historic companies do heritage marketing?

- Remember the theory
- Pursue excellence in BOTH heritage AND innovation
- Find and use symbols
- Identify opportunities to...
 - Support historical projection by customers



How should historic companies do heritage marketing?

- Remember the theory
- Pursue excellence in BOTH heritage AND innovation
- Find and use symbols
- Identify opportunities to...
 - Support historical projection by customers
 - **Encourage intergenerational transfer**

UNDER THE TREE

Nothing finishes a perfect Christmas setting then having a Lionel train running under your Christmas tree during the holidays! Our Ready-to-Run Sets are the perfect under the tree addition and are sure to fill the home with holiday magic this Christmas.

[VIEW READY-TO-RUN SETS](#)



Check Availability

Modify/Cancel Reservations

WHERE ARE YOU GOING?

Hotel, Location, Landmark, Etc.

ARRIVAL

DEPARTURE

PROMO CODE

SEARCH

More

Search Options



TURN OF THE CENTURY
1896 ~ 1913

Constructed amid the adoption of electricity,
automobiles and the trappings of the modern age.

EXPLORE OUR COMPLETE
HOTEL TIMELINE

EXPERIENCE HISTORIC HOTELS



Exploring the Wild West



Discover the Art of Afternoon Tea



A Storybook Retreat

If you can dream it, we
can make it come true!

Discover America with our Historic Hotels



Plan your American Dreams vacation



Check Availability

[Modify/Cancel Reservations](#)

WHERE ARE YOU GOING?

ARRIVAL

DEPARTURE

PROMO CODE

SEARCH

More

[Search Options](#)



TURN OF THE CENTURY
1896 ~ 1913

Constructed amid the adoption of electricity,
automobiles and the trappings of the modern age.

AMERICAN GREAT HISTORIC
HOTEL WASHINGTON

EXPERIENCE HISTORIC HOTELS



Exploring the Wild West



Discover the Art of Afternoon Tea



A Storybook Retreat

If you can dream it, we
can make it come true!

Discover America with our Historic Hotels



Plan your American Dreams vacation



How should historic companies do heritage marketing?

- Remember the theory
- Pursue excellence in BOTH heritage AND innovation
- Find and use symbols
- Identify opportunities to...
 - Support historical projection by customers
 - Encourage intergenerational transfer
 - **Engage authentically with younger customers**



ICAB APP

Introducing a brand new and innovative way to operate your TMCC, LEGACY™, and VisionLine locomotives with you Apple iPhone, iPod Touch or iPad.

GET TO KNOW ICAB



BATTLE TRAIN

Trailer
Story
Features

Download for iPad

Name
Email
sign up for our Newsletter

The New Badlands

When roads are a distant memory, people depend solely on trains for their very survival. Only the Lionel Delivery Company is tough enough to brave the challenges and defend the railway from ruthless bandits!




Download on the App Store











Watch the Trailer

How should historic companies do heritage marketing?

- Remember the theory
- Pursue excellence in BOTH heritage AND innovation
- Find and use symbols
- Identify opportunities to...
 - Support historical projection by customers
 - Encourage intergenerational transfer
 - Engage authentically with younger customers
 - **Link your corporate heritage with popular culture**

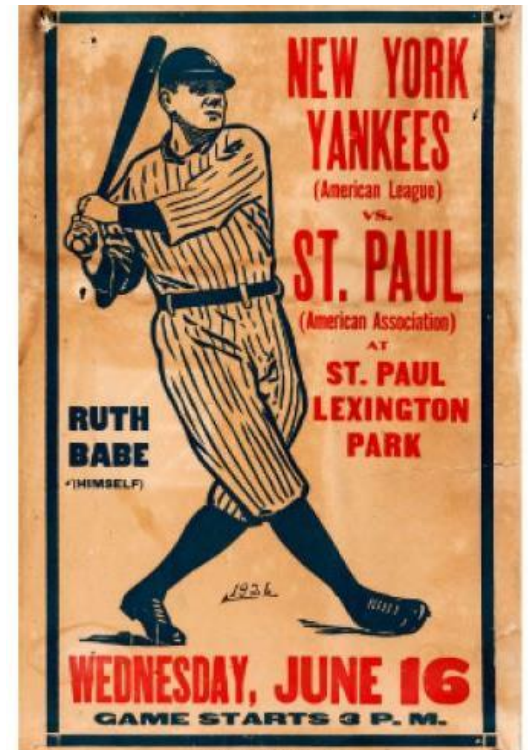


[PRODUCTS](#)[GET STARTED](#)[HOBBYISTS](#)[FIND A DEALER](#)[SUPPORT](#)[LIONEL STORE](#)



LIONEL: AN ICONIC BRAND WITH WORLD- CLASS PARTNERS

[VIEW LICENSED PRODUCTS](#)

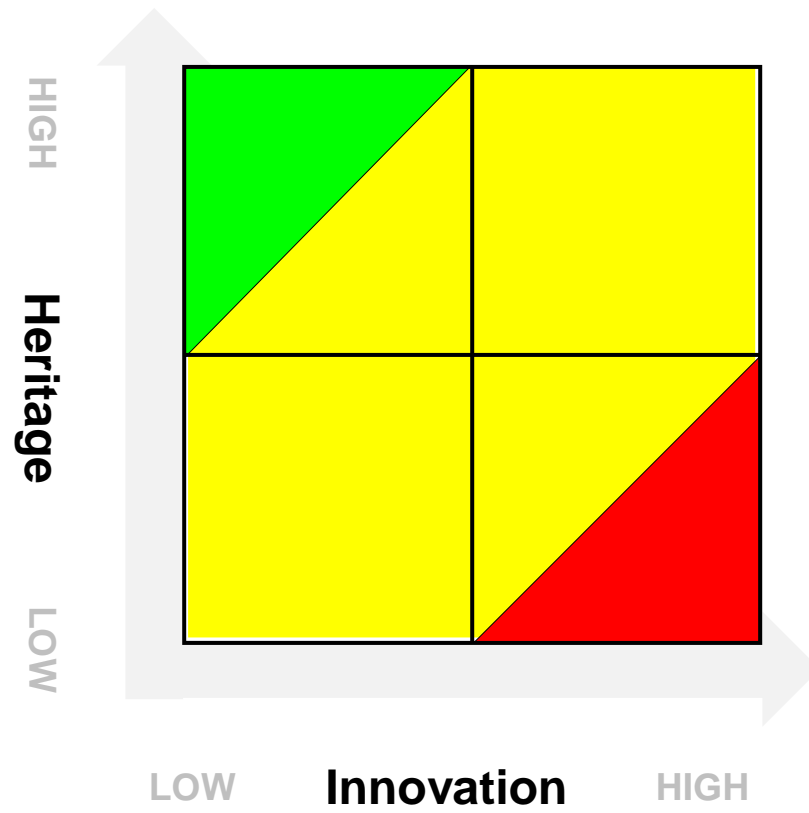


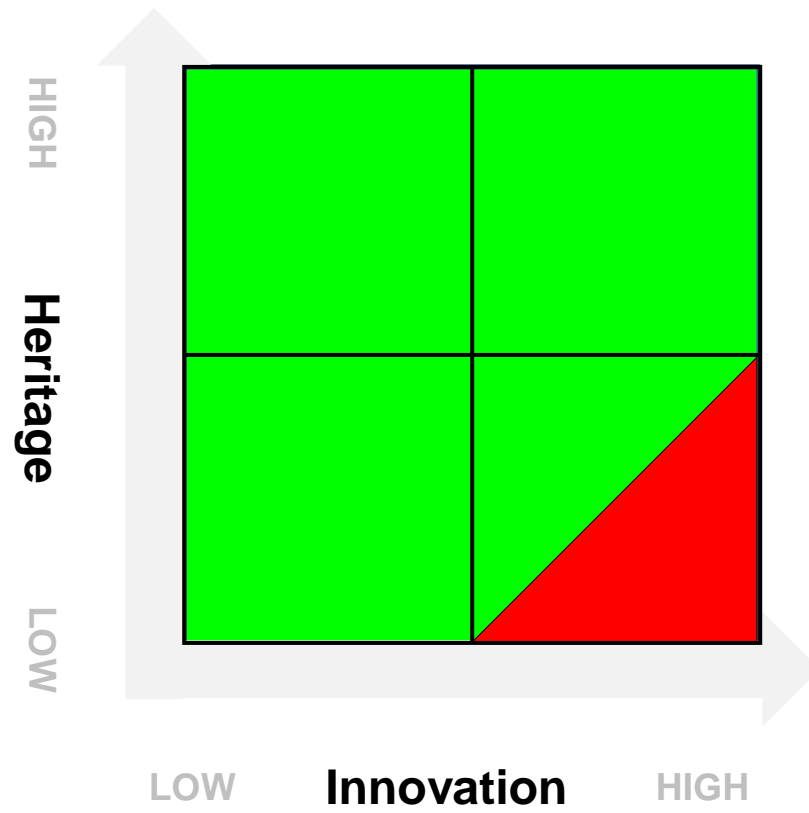
How should historic companies do heritage marketing?

- Remember the theory
- Pursue excellence in BOTH heritage AND innovation
- Find and use symbols
- Identify opportunities to...
 - Support historical projection by customers
 - Encourage intergenerational transfer
 - Engage authentically with younger customers
 - Link your corporate heritage with popular culture
- **Segment your customers**

How should historic companies do heritage marketing?

- Remember the theory
- Pursue excellence in BOTH heritage AND innovation
- Find and use symbols
- Identify opportunities to...
 - Support historical projection by customers
 - Encourage intergenerational transfer
 - Engage authentically with younger customers
 - Link your corporate heritage with popular culture
- Segment your customers
 - **Give preference to the enthusiasts**
 - **Attempt to convince the undecided**
 - **Ignore the skeptics**





How should historic

- Remember the the
- Pursue excellence
- Find and use symk
- Identify opportunit
 - Support histori
 - Encourage int
 - Engage auther
 - Link your corp
- Segment your cus
 - Give preference to the enthusiasts
 - Attempt to convince the undecided
 - Ignore the skeptics
 - **Do not be distracted by apocalyptic futurists**

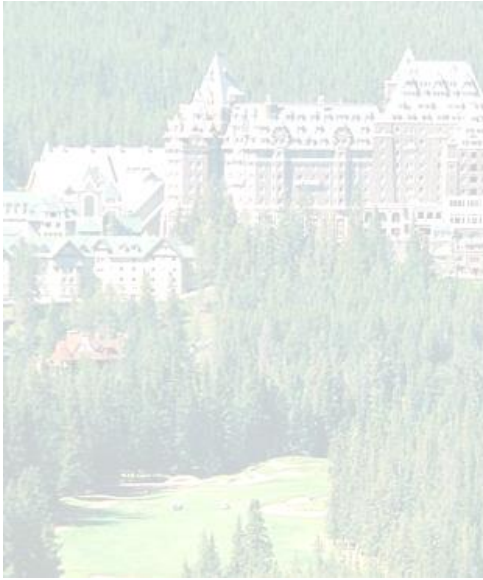


How should historic companies do heritage marketing?

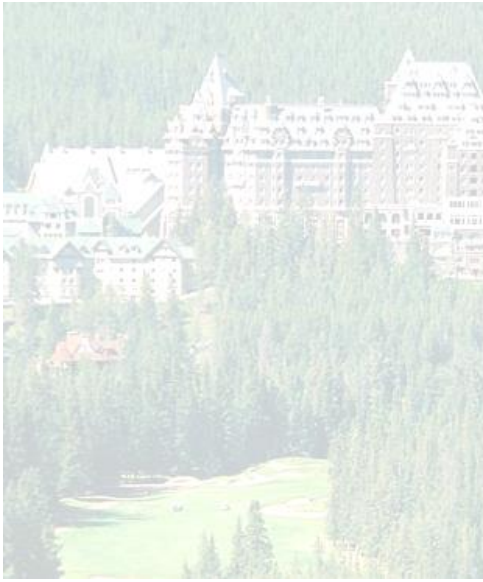
- Remember the theory
- Pursue excellence in BOTH heritage AND innovation
- Find and use symbols
- Identify opportunities to...
 - Support historical projection by customers
 - Encourage intergenerational transfer
 - Engage authentically with younger customers
 - Link your corporate heritage with popular culture
- Segment your customers
 - Give preference to the enthusiasts
 - Attempt to convince the undecided
 - Ignore the skeptics
 - Do not be distracted by apocalyptic futurists
 - **Customize for the functional traveler**



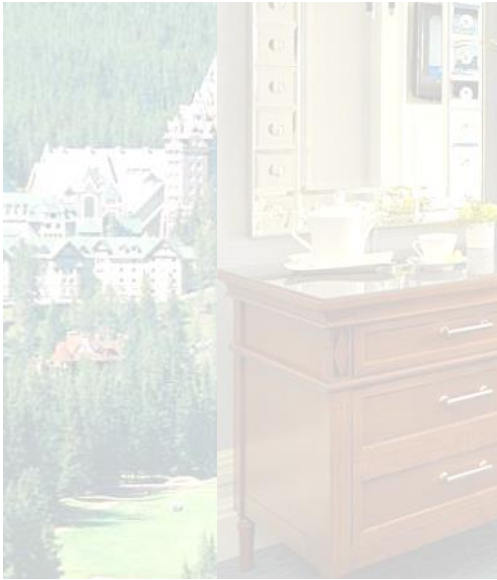
Fairmont
HOTELS & RESORTS



Fairmont
HOTELS & RESORTS







How should historic companies do heritage marketing?

- Remember the theory
- Pursue excellence in BOTH heritage AND innovation
- Find and use symbols
- Identify opportunities to...
 - Support historical projection by customers
 - Encourage intergenerational transfer
 - Engage authentically with younger customers
 - Link your corporate heritage with popular culture
- Segment your customers
 - Give preference to the enthusiasts
 - Attempt to convince the undecided
 - Ignore the skeptics
 - Do not be distracted by apocalyptic futurists
 - Customize for the functional traveler
- **Align your heritage strategy with your corporate strategy**

How should historic companies do heritage marketing?

- Remember the theory
- Pursue excellence in BOTH heritage AND innovation
- Find and use symbols
- Identify opportunities to...
 - Support historical projection by customers
 - Encourage intergenerational transfer
 - Engage authentically with younger customers
 - Link your corporate heritage with popular culture
- Segment your customers
 - Give preference to the enthusiasts
 - Attempt to convince the undecided
 - Ignore the skeptics
 - Do not be distracted by apocalyptic futurists
 - Customize for the functional traveler
- Align your heritage strategy with your corporate strategy
 - **[Non-historical] Value proposition and competitive position**

lionel.com

BATTLE TRAIN

The New Badlands

When roads are a distant memory, people depend solely on trains for their very survival. Only the Lionel Delivery Company is tough enough to brave the challenges and defend the railway from ruthless bandits!

Trailer
Story
Features

Download for iPad

Name _____
Email _____
sign up for our Newsletter

Download on the App Store

Watch the Trailer



This toy doesn't kill, bite, scream, explode, conquer, destroy, or turn into a vampire.

It just goes around in a happy circle.

Have you had your fill of trauma toys? Then make things sane again with lots of Lionel. They're good for profits, too, but only the healthy kind. Trains, racing cars, space craft — all kinds of fun sets, toys made to last longer than a week or two. In fact, every Lionel toy comes a Warranty. See them all together in our new catalogue. Free at toy dealers, or write Lionel Toy Corp., Millis, N.J. And peace.

LIONEL
more fun for healthy kids

How should historic companies do heritage marketing?

- Remember the theory
- Pursue excellence in BOTH heritage AND innovation
- Find and use symbols
- Identify opportunities to...
 - Support historical projection by customers
 - Encourage intergenerational transfer
 - Engage authentically with younger customers
 - Link your corporate heritage with popular culture
- Segment your customers
 - Give preference to the enthusiasts
 - Attempt to convince the undecided
 - Ignore the skeptics
 - Do not be distracted by apocalyptic futurists
 - Customize for the functional traveler
- Align your heritage strategy with your corporate strategy
 - [Non-historical] Value proposition and competitive position
 - [Non-historical] **Operational strengths and weaknesses**



What is happening at Boston College?



What is happening at Boston College?

BOSTON
COLLEGE



- **Ongoing research and publication**
 - **Heritage and innovation**
 - **Heritage and generational obsolescence**
 - **Elements of heritage in consumer behavior**
 - **Reproduced heritage** [borrowed, resurrected and faux heritage]
 - **Pricing effects of heritage**
 - **Comparative effects of heritage across nations and cultures**
 - **Brand heritage versus architectural heritage in hotels**



Cornell University
School of Hotel Administration



Universidad
de Navarra

What is happening at Boston College?

BOSTON
COLLEGE



- Ongoing research and publication
 - Heritage and innovation
 - Heritage and generational obsolescence
 - Elements of heritage in consumer behavior
 - Reproduced heritage [borrowed, resurrected and faux heritage]
 - Pricing effects of heritage
 - Comparative effects of heritage across nations and cultures
 - Brand heritage versus architectural heritage in hotels
- **MKTG4256 Applied Marketing Management**
 - **33 undergraduate students divided into six teams**
 - **Consulting project for Historic Hotels of America**
 - **Digital audit and generational strategy**

HISTORIC HOTELS
of AMERICA

National Trust *for* Historic Preservation™

What is happening at Boston College?

BOSTON
COLLEGE



- Ongoing research and publication
 - Heritage and innovation
 - Heritage and generational obsolescence
 - Elements of heritage in consumer behavior
 - Reproduced heritage [borrowed, resurrected and faux heritage]
 - Pricing effects of heritage
 - Comparative effects of heritage across nations and cultures
 - Brand heritage versus architectural heritage in hotels
- MKTG4256 Applied Marketing Management
 - 33 undergraduate students divided into six teams
 - Consulting project for Historic Hotels of America
 - Digital audit and generational strategy
- **Future projects**
 - **Book**
 - **Digital initiative**
 - **Executive education**
 - **Center or institute**



Questions?

bradford.hudson@bc.edu