

BUSINESS USA

of '96?

How well you were treated. We may
and your response to:

usatoday.com/feedback/travelev.htm

Did the airline give you reasonable notice that
it might be delayed or canceled?

Yes ☐ No ☐

Did the airline provide any vouchers for lodging?

Yes, for more than one night ☐
No, I wasn't stranded overnight ☐

If the airline provided vouchers for lodging, what was the
amount?

\$50 ☐ More than \$100 ☐
\$100 ☐ Don't know ☐

Did the airline secure a room for you?

Don't know ☐
I wasn't stranded overnight ☐

Did the airline offer a voucher for food?

None was offered and I didn't ask ☐

Did the airline personnel for courtesy under fire?

Very good ☐ Poor ☐
Inexcusably rude ☐

Did the airline make reservations in order to rebook a
flight if I was unable to get through to an agent?

Right away ☐
After a while, but eventually got through
back several times ☐
Never ☐

Based on your experience, would you fly this airline again?

Yes ☐ No ☐ Not sure ☐

SUPER BOWL Ad WATCH

More than 23 companies have spent \$1.2 million for each
30-second ad that will air Jan. 28 on Super Bowl XXX.
Advertisers plan to unveil their latest and greatest ads. Each
day until Super Bowl Sunday, USA TODAY will offer readers
a sneak peek at the ads. Here's today's preview:



OWENS-CORNING

Ad Length: one 30-second ad during the fourth quarter

Agency: Fahlgren in Toledo, Ohio

Product: insulation and other home-building products

What you'll see: First-time Super Bowl advertiser

Owens-Corning will air a high-tech animated spot starring
the Pink Panther. The spot is reminiscent of a video
game. Using the company's pink insulation, the Panther
fights annoying "space invaders" such as brutal heat,
chilling cold and noise.

— Dottie Enrico

By Genevieve Lynn, USA TODAY

Executive shake-up may signal shift at Smith Barney

By Sandra Block
USA TODAY

Smith Barney CEO Robert
Greenhill, one of Wall Street's
best-known investment bank-
ing stars, resigned Wednesday
and will be replaced by James
Dimon, a 39-year-old executive
better known for number-
crunching than dealmaking.

Dimon is president of Trave-
lers Group, parent of Smith
Barney, the second-largest bro-
kerage firm in the USA. For
five years, Dimon has been
chief operating officer at Smith
Barney where he was "a driv-
ing force behind the firm's out-
standing and markedly im-
proved performance,"
Travelers Chairman Sanford
Weill said Wednesday.

Some analysts say Dimon
boosted Smith Barney's perfor-
mance by perching costs. They
say his promotion — and
Greenhill's exit after just three
years — could signal a shift
from investment banking, a
high-cost, competitive business.

Greenhill, 58, who will form
his own firm, left Smith Barney
voluntarily but made no secret
of his desire for dealmaking.

Dimon, who has spent most
of his career working for Weill,
denies he intends to back away
from investment banking. He
says the firm has made "enor-
mous investments" to promote
that side of the business, and
said that won't change.

While he admitted that he
doesn't consider himself a
dealmaker "at the level of
Greenhill," Dimon points to his
13-year tenure with Weill, a
legendary dealmaker.

Dimon says he now needs to
spend more time with custom-
ers. "I've usually been focused
on the business. I need to spend
more time learning about the
client side of the business."

Perrin Long, analyst at
Brown Bros. Harriman, says
Dimon also will have to spend
more time getting to know his
employees. "The securities
business is a people's busi-
ness," he says. Dimon's "main

nation for specialty retailers

ons on the Dis-
Network.

shops are often
than shopping
Body Shop,
first U.S. air-
burgh in 1992,
stores produce
e revenue per
in its mall or
res.

most success-
airports," says
ctor of real es-
ty Shop. Body
airport stores
Denver, Balti-

more and San Francisco, and
hopes to open stores at airports
in Houston, Atlanta, Chicago
and Los Angeles.

Airport retailers also are
learning shoppers want reason-
able prices. At BAA's Pitts-
burgh International Airmall,
consumers are guaranteed to
find the same prices at airport
shops that they find at a shop-
ping mall.

"Airport retailing has come
of age," says Mark Schoifet of
the International Council of
Shopping Centers. "It's the
same concept that has worked

for the shopping center indus-
try for 40 years — consumers
want good value and reason-
able pricing."

But airports pose some chal-
lenges that retailers don't find
at malls. Setting up shop in an
airport is more costly than
opening a store in a mall. Air-
port stores have higher rents
and have to pay certain fees to
airport managers. Also, airport
stores must stay open longer
hours, so personnel and operat-
ing costs are higher than at
mall stores. The Discovery
Channel Store at Orlando's air-

port is expected to be open
from 7 a.m. to 11 p.m.

Airport retailers' success
also often depends on airlines'
health. When Continental Air-
lines withdrew from the new
Denver International airport
last year, retailers on its con-
course were devastated.

"Concessioners face a lot of
hurdles they don't have in a
shopping mall. But the payoff is
that store traffic could be dou-
ble what you get in a shopping
mall," says Pauline Armbrust,
editor of the *World Airport Re-
tail News* newsletter.