THE BULL, BEAR & LION

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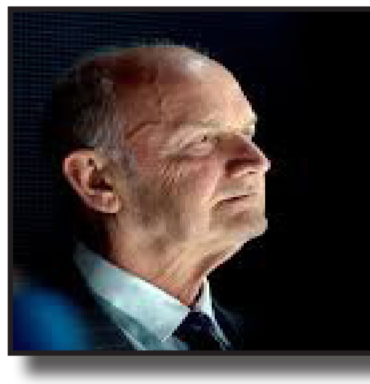
THE BB&L AUTO:

WOULD YOU TRUST ***THESE*** EXECS AT THE **WHEEL** OF YOUR **FUTURE**?

KALANICK

PIËCH



MUSK

BARRA

TRAVIS KALANICK & FERDINAND PIËCH:

First-Gen App-Maker, Third-Gen Automaker Earn Similar Fates

BY HARRISON KELLY

In the past year, two of the most popular corporations in automotive transportation, the online ride sharing application Uber and the German car manufacturer Volkswagen, have found themselves routinely being covered in a poor light. While Uber has battled the legal system since its inception, tensions hit a new high in August 2017 when former employees and clients spoke out against the company for sexual harassment. Similarly, Volkswagen made headlines when a scandal broke over its decision to use defeat device software to manipulate Environmental Protection Agency and California Air Resources Board testing so that it could mass produce and sell products that did not meet United States emissions standards. While one cannot refute that the companies each have had major successes over the years, it is obvious that these successes did not come without self-serving mentalities so consuming that they fostered illegality. These types of intentions undoubtedly stemmed from the leadership of the two former CEOs, Uber's Travis Kalanick and Volkswagen's Ferdinand Piëch, both of whom built cultures of putting success ahead of the means to get there.

Kalanick's adoration of "brogramming" – males coming together to work on tech startups – was no doubt a predecessor to the sexual harassment issues at Uber.

Travis Kalanick became involved at Uber at the time of the earliest steps of the mobile phone application's creation. Kalanick was popular among Silicon Valley entrepreneurs, and in particular a developer named Garrett Camp who invited Kalanick to work on his preliminary ride-sharing mobile application UberCab. The two worked together in "jam" sessions, a term Kalanick used to refer to opportunities for entrepreneurial tech guys to bounce ideas off of one another. Jamming was essential for Kalanick to thrive within the "brogramming" culture of Silicon Valley, which entails a group of tech-y men that find enjoyment in hanging out, coding, and coming up with concepts for applications and other computer related technology. Kalanick hosted entrepreneurial guests at his San Francisco home, the JamPad, to develop concepts into full-fledged applications. According to Adam Lashinsky, author of *Wild Ride: Inside Uber's Quest for World Domination*, Kalanick absolutely adored the "brogramming" culture and the use of jamming. The prevailing emphasis on males coming together and working on tech startups was undoubtedly a predecessor to the gender bias and sexual harassment issues that would later arise at Uber.

While Piëch was not the CEO of Volkswagen until nearly 50 years after it was created, he was pivotal in turning VW into the large, international automaker it is today. Inspired by his grandfather who started the company, Piëch studied engineering in college and worked his way up the corporate ladder first through Audi, a VW subsidiary, and then through the Volkswagen flagship to become the top man at the corporation. While the tactics that brought him his promotion were bold and controversial (he fired more than 4,000 Audi employees to cut costs), they were undeniably effective. Piëch took over officially in 1993, at a time that VW was in serious need of revitalization. Piëch's predecessor allowed the VW workforce to grow to a massive 274,000 employees, making it impossible to turn a profit in relation to cars sold. On top of that, VW was the 15th most-imported car company by the United States, an embarrassing figure for what was once one of the most popular makes in the country. As a resolution, Piëch began by focusing on part sharing, or platform strategy. By mimicking Japanese automakers and using the same parts for all of the different models that Volkswagen and Audi were creating, Piëch minimized costs and maximized the economies of scale. Piëch also set the company's goal to reinvent the brands that had become dull in the public's eyes. Cars were remodeled to look more sleek, which required serious improvements in workmanship and engineering. All of these decisions were Piëch's; and like Kalanick, his early successes fostered credulity among those reporting to him, and gave him a largely untrammeled dominance of the company.

Both Kalanick and Piëch came under fire from law enforcement early on in their tenure as CEOs. Kalanick had less than 24 hours under his belt as CEO of UberCab before dealing with issues with the government of San Francisco. Lashinky reports, "On the day Kalanick became CEO… a man carrying a clipboard showed up at UberCab's offices looking for Ryan Graves. He brought a cease and desist letter from the San Francisco Metro Transit Authority and California Public Utilities Commission." A cease-and-desist order demands that a company stop partaking in illegal activities, and is meant to prevent the company from starting back up again in the future. However, Uber's newly appointed leader had no intentions of shutting down. It took less than a day for Kalanick to set a precedent on how Uber would handle legal issues for years to come: he dropped the word "cab" from the title and proceeded to ignore the order.

Similarly, it took Piëch less than three months to stir up controversy and lawsuits. In 1992, before he officially became the CEO, Piëch held private meetings with a man named Jose Ignacio Lopez, who was popular among auto manufacturers for convincing suppliers to lower prices of items needed to build cars. Piëch managed to convince Lopez, who had just finished working with General Motors, to abandon GM and work at Volkswagen instead, partly by offering to build a new factory in Lopez's home country of Spain. General Motors was outraged with the decision, and filed against Lopez and Piëch, claiming that the documents contained detailed information about GM's suppliers worldwide, the prices they were providing, and other specifics about their transactions.

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ELON MUSK:

Crash to Earth Vital for Telsa, SpaceX CEO

BY SEAN LANGE

In September 2017, Wall Street investors championed the price of Tesla stock (NASDAQ: TSLA) to an all-time high of $387. By April 2018, TSLA reached a low of $252 -- a drop explained only partially by market volatility. Tesla has an image problem — one that has little to do with its innovative products, and everything to do with the operations spearheaded by its founder.

At their heart, many of Musk's ventures are currently too extravagant to ever accommodate the average person, and this includes Tesla Motors.

Tesla CEO Elon Musk is regarded as one of the world's most powerful serial entrepreneurs and highest-tech inventors. Since 2002, Musk has founded, invested in, and taken leadership of SpaceX, which specializes in aerospace and high-speed transportation; SolarCity, which develops solar energy storage systems and the lithium-ion engine batteries for Tesla vehicles; and Tesla Motors, which currently manufactures the Model S, Model X, and Model 3 luxury electric cars. Stemming from the cult-like embrace of high-performance Tesla vehicles by their owners, the dire appeals about Earth's atmospheric depletion from world science communities, and Musk's singular intellect and conviction, Tesla has successfully won the support of technology analysts, venture capitalists, and even government agencies. But in a habit highly detrimental to the Tesla brand, Musk routinely promises features and levels of output that the Tesla supply chain is not able to deliver. The company has not been able to figure out how to manufacture its vehicles effectively and cost-efficiently, and thereby continues to price out a vast majority of buyers.

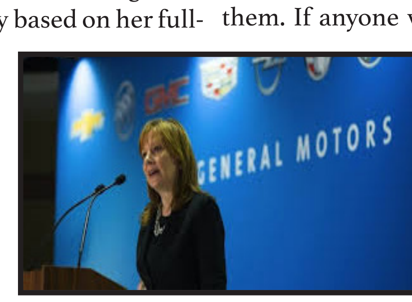
See *Musk*, Page B2

MARY BARRA:

GM Champion Came from the Bottom Up

BY TODD KUTCHER

Starting from her co-op with the company in 1980, Mary Barra learned the General Motors business from the ground up. As its CEO 34 years later, Barra would be poised to offer GM a different insight: an operations-centric strategy based on her full-fledged knowledge of the company.



"Barra's first GM job involved inspecting fender panels as a co-op student – a task that was small but capitalized on her strong attention to detail."

A Michigan native whose father worked as a dye maker for GM-owned Pontiac for 39 years, Barra grew up familiar with the automotive industry. In college, she pursued a Bachelor's Degree in Electrical Engineering from General Motors Institute (today Kettering University), and as an 18-year-old student, she worked in a co-op with GM, learning the ropes of the business from an engineering and an administrative perspective. Upon graduating, GM recognized her potential as a leader at its company, and sent her to Stanford University to earn her MBA. Barra excelled in executive positions, and would hold roles as Vice President of Global Human Resources and Executive Vice President of Global Product Development at GM, while also becoming responsible for the Global Purchasing and Supply Chain division. In February 2008, Barra became GM's Vice President of Global Manufacturing Engineering. On January 15th, 2014, Barra became the first female CEO of a major global automaker -- the one that faced a major crisis in the year that she took its helm.

GM's 2014 ignition switch scandal, which directly led to the deaths of 124 people, can be attributed to GM's corporate culture and operations management issues. In the late 1990s, GM began to accept a corporate culture where failure was accepted. If a part failed to comply with quality and safety standards, it was simply ignored. Even if there were malfunctions during test drives, GM employees would pretend not to see them. If anyone were to mention quality or safety issues, that person would be fired immediately. According to former GM manager Bill McAleer, people were aware of the faulty ignition switches, but decided to ignore them to maintain their employment.

Although Mary Barra was a part of management at the time of the scandal, she is not to be blamed. When the issue was first brought to her in 2005 as the manager of GM's Detroit-Hamtramck assembly plant, she was told only that the 2005 Chevy Cobalt at her plant specifically had problems with the ignition switches. After learning this, she halted production on the car and shifted production to other Chevrolet vehicles instead. When she became CEO, Barra confronted the situation, accepting full responsibility on GM's behalf and addressing the lawsuits involving the ignition switch malfunctions.

Barra managed to successfully restore quality and efficiency in GM's Detroit plant and tackled the company's internal dysfunction. Her ascension to CEO allowed her to gain several perspectives of GM's operations.

See *Barra*, Page B2

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CARS & COMMERCE

RACE: Ferrari's Perfomance Since Its IPO

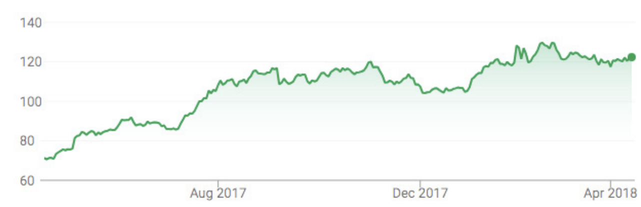
BY IZAAC BROOK

On October 20, 2015, auto manufacturer Ferrari went public on the New York Stock Exchange under the symbol RACE. The stock opened at an IPO price of $52 per share and reached an all-time low of $34.15 in February of 2016. Since then, the stock price has grown at a relatively smooth rate, currently hovering in the $120 range.

Since its public listing, Ferrari has undergone numerous business changes. Ferrari's automotive designer transitioned from the Italian designer Pininfarina to an in-house design firm. Ferrari's cars had been designed by Pininfarina since 1951. The transition marks a shift away from Ferrari's traditional designs. Models designed in-house, such as the 2016 488 GTB, contain many of the design cues from their predecessors with more aggressive styling.

Ferrari's transition to a public company has also led to an increase in vehicle production and a more diverse vehicle lineup. Ferrari's current "regular" lineup includes the 812 SuperFast, the GTC4Lusso (and Lusso T), the 488 GTB and Spider, the California T, and the Portofino. Each model fits into a different segment of the high-end vehicle market. The 812 is a front-engined V12 grand tourer, the GTC4 Lusso is a shooting-brake (a two-door hatchback) equipped with an advanced AWD system, the 488 GTB and Spider are mid-engine V8 supercars, and the California T and Portofino are four seat, front-engined V8 convertible GT cars. A SUV is rumoured to be in the pipeline for Ferrari in the next few years, in a move to compete in the growing market for a high-end luxury SUV. Lamborghini and Bentley have already entered this segment of the market with great success.

Receiving an allocation for any of Ferrari's higher-performance versions of their regular line-up has always been a challenge, even for the super



RACE, YTD. Current Price [4/13/18]: $122.43

wealthy. Reports show that for the 2014 LaFerrari (limited to 499 units worldwide), Ferrari received over 2000 requests for an allocation, all from customers who could afford the car's MSRP of over $1.5 million.

Following its IPO, Ferrari's first limited edition offering was the F12 TDF, a track-focused version of the F12 grand tourer. While its predecessor the 599 GTO was limited to 599 units, the F12 TDF's production was set at 799 cars, which were all sold before the car was officially unveiled. The F12 TDF's MSRP is around $500,000, and many of them are already trading hands at prices of over $1 million. Since going public, Ferrari has managed to keep

One of Ferrari's recent offerings, the F12 TDF. The car depicted in the photo above sold for $1.25 million at the 2017 Mecum Monterey Auction. *(Photo: Izaac Brook)*

vehicle production at a steady increase without hurting the brand's reputation and value. Financial statements conclude that Ferrari shipped around 8,400 vehicles in 2017, a 4.8% increase from the previous year.

While enthusiasts and owners alike worried that a public listing would lead to a devaluation of the brand and their vehicles, so far the opposite has shown true. Since its initial stock offering, Ferrari has managed to increase production and revenue without damaging the value and the factors that gave its vehicles such a value: top-level performance, impressive styling, and name-recognition. Beyond auto manufacturing, Ferrari's strength as a brand has led to numerous marketing partnerships and opportunities, with diverse offerings ranging from toys such as Lego to high-end apparel and accessory manufacturers such as Hublot and Ray-Ban. The strength of Ferrari's name in regards to both its automotive manufacturing and its product licensing makes the future of RACE look bright. ◆

Jared Kofsky: NEW JERSEY, NEW BUSINESS

A massive mixed-use community near Red Bull Arena, a new hotel near Liberty State Park, and the redevelopment of a historic Newark theater are among the latest projects to be proposed for the Garden State.

Although some other parts of the state like Asbury Park and Morristown are seeing proposals for new buildings, the bulk of New Jersey's recent plans for development have been for communities along the Northeast Corridor. This trend appears to be continuing, especially in regards to multifamily residential and mixed-use properties in densely populated and transit-oriented areas. Here is this week's look at the latest business news in the Garden State, as initially featured on Jersey Digs.

Jersey City is one of the most visited communities in New Jersey, partially because of its location across the Hudson River from Manhattan, but also because it is home to a variety of attractions such as Liberty State Park, the Liberty Science Center, and the Museum of Russian Art. However, most of the city's hotels are concentrated near the Hudson River waterfront and Tonnelle Avenue, causing most neighborhoods to lack places for short-term accommodations other than Airbnb rentals. This could soon change in Jersey City's Bergen-Lafayette neighborhood, where **Landmark Developers** has just revealed plans for the seven-story Morris Hotel. The new hotel 269 and 273 Communipaw Avenue would include 120 guest rooms and suites, along with parking, a restaurant, and a coffee shop, according to records from the Jersey City Redevelopment Agency (JCRA). Currently, the property is a vacant lot just a few yards away from the Liberty State Park Hudson-Bergen Light Rail stop. Although the project has received the necessary permissions from the JCRA, New Jersey Transit and the Jersey City Planning Board still must approve the plans.

Meanwhile, in the state's largest city, the surge in redevelopment is reaching one of its best known landmarks. **The RBH Group** is moving forward with plans to adaptively reuse and expand the Paramount Theater property at 193-195 Market Street in Newark. A spokesperson for the company stated that, "Wwe plan to restore the facade and redevelop [the building] into retail and housing, the retail component of which may even have a theater." This project involves a rehabilitation of the existing building and the construction of a new 220-unit high-rise structure behind it, according to a listing from Hudson Real Estate. **The Paramount Theater *(above)*** opened in 1886 and was remodeled in 1917, but the interior of the structure has sat abandoned for decades while the box office portion recently contained retail space. The structure is best known for its ghost signs reading "Paramount" and "Newark," which have become symbols of the city.

Just like Jersey City, the town of Harrison is also seeing proposals for new development near its main tourist attraction and transit hub. In the eight years since the Red Bull Arena opened in a previously industrial area near the Harrison PATH Station that lacked any residential presence, a hotel and dozens of new apartment buildings and restaurants have been constructed in the surrounding community. Now, one of the largest developments to ever be proposed for the community has just been revealed. A design profile from **GRO Architects** of Manhattan shows that the Harrison Warehouse Company site, also known as the "North of Guyon" property, is set to be converted into the area's newest neighborhood. Situated between the new entrance to the PATH staton and the arena entrance, the upcoming 2.9 million square foot development would include a 20-story tower with 242,276 square feet of office space, 15,027 square feet of retail space, five parking garages, two movie theaters, restaurants, sports bars, a bowling alley, a convention center, and a hotel. The name of the developer has not yet been released, though GRO's report says that construction could begin next year. It is not clear whether affordable housing will be included in the project.

Closer to TCNJ's campus, public records have revealed why a Trenton developer has been buying up parcels all over the capital city's downtown district. **Ajax Management** of Hamilton Avenue is planning a major project that would bring nearly 700 residential units to Downtown Trenton, according to legal notices. The company has applied to the Trenton Planning Board for Preliminary and Final Site Plan approval in order to not only construct a 10-story building at 222 East State Street, a 15-story tower at 200 East State Street, and two mid-rise structures with apartments and retail space on East Hanover Street, but also to rehabilitate the vacant Bell Telephone and Commonwealth Buildings. These two historic buildings would be converted into residential and retail space, with 104 apartments in the Bell Telephone Building and 35 units in the Commonwealth Building. The project would replace the Gandhi Garden, several vacant lots, and multiple buildings in the central business district. ◆

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In The School of Business

A LION'S INTRO TO INVESTING: *Lesson II*

By Connor C. Introna

April is Personal Financial Literacy Month, and there is no better way for Lions to celebrate than to review some investment principles! In the prior article, "A Lion's Intro to Investments: Lesson I," the fundamentals and importance of investing, along with the right platforms to start on, were discussed. Now that the basics have been covered, this article will build upon that knowledge, and go into depth about portfolio building. There are many factors to discuss when constructing a personalized portfolio, but few are as critical as the ones that will be looked into below. Without considering these factors, a Lion might find him or herself ill-prepared to gauge their own comfort and expectations when investing.

Risk tolerance is an important factor to consider in one's investing approach. Think of risk tolerance as being level of risk tolerance. Firstly, capital preservation investors are focused on saving money and investing in low-risk, low-reward assets. Investors with this objective tend to be significantly lower risk-takers who buy into government bonds, certificates of deposit (CDs), low risk mutual funds, and maybe really safe stocks like Microsoft (NYSE: MSFT) and Apple (NYSE: AAPL). Then, income generation investors are focused on making money through receiving dividends. Investors with this objective tend be moderately lower risk-takers and are focused on buying high-yield corporate bonds and stocks in industries such as telecommunications, utilities, and real-estate. In succession, growth investors tend to have a majority of their wealth in the stock market, and are focused on capital appreciation. Investors with this objective tend to be moderately higher risk-takers who load up on main-

FROM APPLE TO ZYNGA

Possible stock picks for each investor profile

Capital Preservation	Income Generation	"Blend"	Growth	Aggressive Speculation
	J&J		QUALCOMM	zynga

broken up into five distinct categories: significantly lower, moderately lower, moderate, moderately higher, and significantly higher. These categorizations are subjective relative to how much securities exposure a given individual wants. Individuals who want around 50% of their wealth tied up in the stock market could be viewed as moderate risk-takers. On the other hand, those who prefer to have no *more* than 10% exposure could be viewed as significantly lower risk-takers, and those who prefer to have no *less* than 90% exposure could be viewed as significantly higher risk-takers. Once Lion investors can identify how comfortable they are with risk, they can then outline investing objectives and then build a solid portfolio. If Wall Street banks and institutions are in the business of risk management, as it is said, why should individual investors be any different?

Another important factor to consider is an investment objective. Every organized portfolio has one of the following objectives: capital preservation, income-generation, growth, aggressive speculation, or the "blend" value. Not surprisingly, these tend to go hand-in-hand with an investors ly individual stocks that prospectively have major growth ahead of them. Aggressive-speculation "investors" are less focused on actual investing, and place a greater focus on day-to-day trading activities. These traders tend to be significantly higher risk-takers and buy into more volatile securities like options contracts, leveraged ETFs, and speculative stocks. Lastly, the "blend" value investors encompass all of the investor personas above and adopt investing strategies very much in the center of these other four objectives. Investors with the "blend" objective have balanced exposure relative to their wealth and use vehicles like ETFs in addition to individual stocks, bonds, and options for the greatest ROI.

In the previous article, exchange-traded-funds, or ETFs, were briefly discussed as being respectable investment vehicles. They offer investors the benefit of management by a financial professional, liquidity, quick diversification, and little to no cost, all wrapped into one. But as well-rounded as they might be, ETFs should not be the be-all-end-all tool used to build wealth. For reasons why, and more discussion of investment decision-making skills, stay tuned for the next article. ◆

Barra, from Page A1

Being an engineer, she understood how a car operated and the importance of quality in production. Her first job involved inspecting fender panels as a co-op student. This job was small but required a strong attention to detail -- one that prior executives were not fully capable of. Following from her time in charge of the Supply Chain division, Barra decided to pull manufacturing operations from Europe to pursue higher-margin opportunities in America and China. Although this was primarily a move to reduce costs, it now allows GM to easily maintain production standards due to a more centralized process. Nobody had even thought of doing this prior to Barra, and it was a profitable decision for the company. As a result of her time at the head of Global Human Resources, Barra was able to resolve internal dysfunction and promote a philosophy of focusing on the customer.

Barra shows off the Chevy Bolt EV in 2017.

In 2018, Barra and GM are focused on innovation. Last November, General Motors announced that its future will be "all-electric." The company plans on launching two new vehicles during 2018 and 20 vehicles over the next six years, with its 2024 lineup consisting of exclusively electric-powered cars. This initiative was designed after Barra's signature success with the Chevrolet Bolt EV. The Bolt EV, released in 2016, is the industry's first affordable and long-range electric vehicle. It has outperformed all other electric vehicles on handling and charging capability, including all of Tesla's models.

Barra, as a result of her insights from throughout the GM company, has successfully changed General Motors' operations and corporate culture, and has figured out a way to grow its business. Barra has managed to revolutionize a scandal-ridden company into a responsible, thriving organization. ◆

Scandals, from Page A1

After a long and intense legal battle, Volkswagen paid $100 million to GM, agreed to buy $1 billion in parts from a GM subsidiary, and forced Lopez to resign. Surprisingly, the court case had the majority of Germans siding with Volkswagen, which left Piëch in a promising position after the conclusion of the Lopez scandal. In addition to establishing a top-down corporate culture early on, Piëch managed to get the German people on board with Volkswagen, even with some arguably unethical decisions.

At the point that Uber exited its startup phase, Kalanick had been successful in recruiting insightful and popular people in the technological realm to join his team, and had also received hundreds of millions in investment dollars thanks to valuations of Uber reaching into the billions. However, as the CEO excelled, he routinely put his proverbial foot in his mouth. Lashinsky reports, "Kalanick had a habit of comparing his company... to a spouse, sometimes an abusive one...In early 2014, he acknowledged to a GQ writer...that his newfound success improved his desirability with the ladies. Kalanick joked that he could now land women as easily as Uber could summon cars." As Kalanick put down women in public, allegations of sexual harassment surfaced, both from women within Uber's workforce and female users of the application who, by Lashinky's reporting, were "propositioned, threatened, and even assaulted by drivers." Making the matter worse, Uber notoriously failed at responding to sexual assault complaints in a sufficient manner.

"In addition to establishing a top-down corporate culture early on, Piëch managed to get the German people on board with Volkswagen, even with some arguably unethical decisions."

After talking poorly about Pischetsrieder's successor, Martin Winterkorn, Piëch was ousted from the company he had dedicated the majority of his life to. However, the culture Piëch established years prior still played a part in allowing the scandal to occur. Winterkorn was dead set on pushing sales of Volkswagen from six million to more than ten million in a decade, and believed that the best means to do so was to market the benefits of using a diesel engine to Americans. Essentially, VW found a way to beat the system by using an illegal piece of technology called a defeat device, which would fool the Environmental Protection Agency and the American public into believing their cars met the regulation standards. It wasn't until years later that Volkswagen would feel the American government's wrath for lying. VW was eventually caught red-handed; as retribution, the company was forced to pay $4.3 billion in penalties.

With controversy looming throughout Uber's history, it was only a matter of time until Travis Kalanick met his demise as CEO. In February 2017, early investors in Uber circulated their responses to a female engineer's published account of how she had been sexually harassed at Uber. Other investors followed suit, and less than four months later, Kalanick officially resigned. It was clear that despite his successes, Kalanick allowed for and even established many negative aspects within Uber's culture. His obsession with brogramming led to a clear misogynistic mentality at Uber. His carelessness about abiding with the law led to a variety of unethical decisions that put the company in a bad light to the public, as well as lawsuits throughout America and even abroad.

Some people argue that Kalanick and Piëch were strong and effective leaders overall. To honestly believe this, one would have to disregard so many of the problems that arose during their careers, which some people often do. Leaders of companies are so often acknowledged for their successes, but it is vital that they are also criticized for their flaws. Criticism is not only important, it is indispensable; and if executives -- Kalanick and Piëch included -- really care about their companies, they should embrace it. ◆

Musk, from Page A1

Until 2016, a common criticism of Tesla had been the $69,000 average selling price for its vehicles, when Musk introduced the Model 3, which would be sold at a $35,000 price point. But where Musk claimed in 2016 that the new SolarCity "Gigafactory" complex in Sparks, Nevada, would be able to help produce 200,000 Model 3s per month, at a rate of one car every minute, Tesla revealed in summer 2017 that bottlenecks from malfunctions at its state-of-the-art assembly plant had left only 260 vehicles produced during that year. Tesla had run a weeklong campaign in the 2016 pre-market for the Model 3 that allowed consumers to reserve one of the cars for a down payment, and receive it in 2018.

Over 325,000 car buyers, eager to translate Tesla luxury and performance to middle-income living, had participated.

Nonetheless, the sensationalism that Musk represents has received endorsements from both the White House (Musk served on both of President Trump's defunct business councils) and scientific authorities. In 2015, NASA contracted SpaceX to manufacture and launch two spacecrafts, the Dragon and the Falcon 9, into orbit between Earth and the International Space Station. From the $400-million partnership with the agency, Musk has stated that he hopes to use the Dragon to provide the first private flights into space, as part of a proposed Interplanetary Transport System.

While his visions are outlandish, Musk genuinely believes that a completely renewable energy infrastructure and extraterrestrial colonies are keys to sustaining human life, and that it is his responsibility to forge them into reality.

The burden felt by the 46-year-old was highlighted in a widely circulated story in August 2017. The report painted Musk as physically and emotionally exhausted, having taken over as the lead engineer on the floor of the Tesla battery factory. To help improve the three-month deficit the technology errors were expected to cause, Musk and his employees entered into what he termed "the eighth circle of production Hell;" and a photo in a Tweet from Musk on October 26th depicted him and his workers camping on the Gigafactory roof in order to maximize their time spent in the facility.

Musk charges a Model 3 outside of the Tesla factory in Fremont, CA.

While the prospect of Musk sitting around a campfire with his employees drinking whiskey and roasting marshmallows could have humanized him, the literal image of him camping on top of a monolith in the middle of the desert perpetuated more of a mythos than an ethos. Musk would like to be both a savior among the people and a savior for the people; but can only be recognized as the latter while promoting businesses that are either groundbreaking —like a 17-mile traffic-busting tunnel under a stretch of freeway in Los Angeles — or highflying — like his proposal for commuters to travel via low-atmosphere rockets — and nowhere in between. At their heart, many of Musk's ventures are currently too extravagant to ever accommodate the average person, and this includes Tesla Motors.

In order to move forward, Musk needs to embrace his portfolio's core — high quality Tesla sports cars — and not continue investing wildly on scaling one-off projects, like Dragon spacecrafts and Hyperloop Alphas tunnels, to the masses. The Tesla CEO can thrive as a businessman and inventor by simplifying his role to society, not caricaturing it. ◆

THE BB&L

REVIEW

BOOK

Everybody Lies

By Seth Steven-Davidowitz

Review by KAELYN DIGIAMARINO

Vulnerability lies in the words that are typed into white rectangular search boxes.

Google is the confessional we use without second thought, and is now the future of data science. In *Everybody Lies*, author Seth Stephens-Davidowitz explores big data in a way that is as compelling as it is provocative, and as witty as it is revolutionary. A Harvard-trained economist and former Google data scientist and *New York Times* writer, he delivers a twist on big data through his analysis of how search queries reveal the disproportionate gap between our honesty and dishonesty. With a writing style that makes for an easy, yet thought-provoking read, Stephens-Davidowitz pairs his quirky observations with compelling data and humorous personal vignettes.

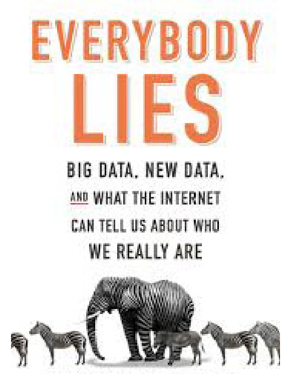
The trends Stephens-Davidowitz finds in his analyses of the Google, social media, and dating site search data of billions of users reveal the truth of what we really are: profound liars. We lie to ourselves, to our parents, and to our children. We lie to our significant others, to our doctors, and to our best friends. We lie on voting ballots and on anonymous surveys. *Everybody* lies. We shape our answers to our ideologies, putting our best self forward or convincing ourselves otherwise. The only place we divulge our guilt, confess our blatant ignorance, exploit our biases, and reveal the anxieties that plague us is within the privacy of the Google search box.

"The only place we divulge our guilt, confess our blatant ignorance, exploit our biases, and reveal the anxieties that plague us is within the privacy of the Google search box."

Except, the search domain is not as private as we may think. The online traces we leave reveal a digital goldmine of personal information to be extracted by data scientists and corporations alike. This data reveals that candidates who appeared first in more searches received the most votes, that the major causes of racism are not economic insecurity and vulnerability, that anxiety search rates are higher in rural, upstate New York than in New York City, and that searches for jokes are lowest when people are the most *unhappy*. Google, the service we use to seize instant information, provides unmistakable information in and of itself. The Google search box has proved to be the tool most equipped to reveal data about mental illness, sexuality, health, political opinion, and other cultural nuances. One search by one person contains truth that otherwise might never be confided in another human. Millions of searches, by millions of people, offer an unparalleled, shockingly honest inside look at human behavior.

The technological and societal revolutions of the future with be informed by data science; the issue with that is the more information that technology puts at our fingertips, the more information we are required to provide in return. The ethics behind big data are questionable at best and disturbing at worst. However, a tradeoff comes with opportunities for companies to create more personalized products and services tailored to our actual beliefs, desires and needs, acting as benefits to us as consumers. There comes a diminishment of privacy, of course, but also a rise in empowerment as the Internet and its vast trove of information has enabled consumers to exploit corporations and the products and services they provide. Simultaneously, corporations are invited to exploit consumers in what many would consider a symbiotic relationship. The symbiosis becomes more obvious and ingrained as consumers learn to count on corporations to understand what they are really thinking and what they really desire. Consumers increasingly demand instant gratification and personalization of products and services in the retail space, but are they also increasingly aware of their diminishing privacy as those goals are achieved? Headlines pertaining to the Facebook and Cambridge Analytica data breaches fill the news, and questions of how users' information is being distributed and utilized are more salient than ever before.

The spotlight may be on Facebook, but Google, a company with massive amounts of what Stephens-Davidowitz suggests is the most vulnerable and personal of data, is currently escaping the wrath of the public and politicians. Amazon, too, a corporation with a deep and insightful understanding of our product needs and preferences, tastes in music and media, shipping addresses, grocery go-tos, and soon, our health history, has an enormous store of information on consumer behavior. These corporations operate on the proposition that their services are free in terms of price, but not of cost. The cost is of our privacy, usually surrendered willingly, unwittingly, or both. The terms of service agreements consumers sign typically without reading enable these companies to record, store, and mine an incredibly detailed summary of our daily lives.



An important insight is that a greater opportunity may lie in adopting a business strategy that engages consumers with their data, as seen in the healthcare and pharmaceutical industries. Wearable health trackers and at-home genetic tests are generating more personal data than ever before, resulting in increasing sales due to their insinuation that the "consumer is in charge." The healthcare and pharmaceutical industries have realized that engaging patients with their data improves the outcomes for both parties. This cooperation is perhaps the key to the future, as companies that demonstrate how they can use consumers' information for mutual benefit in a safe, convenient, and transparent manner will be perceived as responsible and trustworthy.

Facebook, Google, and Amazon, among other platforms and services, will continue to change the way we perceive and share our personal data. In *Everybody Lies*, Seth Stephens-Davidowitz promises a revolutionary future, with big data at the hub, as each character we type makes us both more vulnerable and better understood. ◆

...Including Auto Execs

The Tucker '48 turns 70

By Sean Lange

Musk, for his engineering extravagance, Piëch and Kalanick, for their unprincipled corporate behavior, and Barra, for her taking up of the mantle as an ambassador to consumer safety, all have a common predecesssor. Seventy years ago this May, automotive industry maverick Preston Tucker released his 1948 Tucker sedan, both to the American public's surprise and to initial speculation about the future of the automobile.

The car distinctively featured rear-wheel drive, a collapsible steering column, and a third, directional headlight. For consumer welfare, the Tucker '48 was among the first cars to feature a shatterproof windshield and an anti-theft device in a second key for the parking brake.

However, as innovative and eclectic as Tucker was, he was a poor manager, and quickly committed his company to sales beyond what could be produced of the car and its complicated design. Tucker's scheme of selling "promises" for unmade vehicle accessories to raise funds for overall manufacturing brought upon him an SEC investigation, which ultimately led to his company's demise. By the time he shuttered production in 1949, only 51 of his Tucker '48s had been fully assembled. ◆

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