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Balance Sheet

BY HILLARY HARDWICK

ILLUSTRATION BY XX

Stop & Go

Companies rely on Georgia's warehousing and distribution infrastructure to handle and haul more than \$900 billion of cargo each year. The state plays a central role in national and international logistics with its cost-effective intermodal transportation options—spanning ocean, road, rail, and air—alongside reliable supplier and customer connections, advanced technology, and a skilled workforce. Here are just a few reasons why Georgia is a powerhouse.

96,000

professionals with expertise in supply chain management, crucial for efficient distribution, live and work in Georgia.

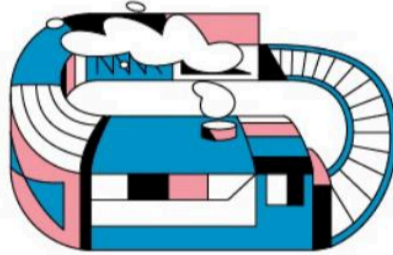


85

percent of the world's leading third-party logistics companies operate in Georgia.

5,000

miles of rail infrastructure, including lines operated by CSX and Norfolk Southern, make Georgia the largest rail network in the Southeastern U.S.



408,000

Georgians trained for specialized warehouse-related jobs contribute to the state's economy.



30

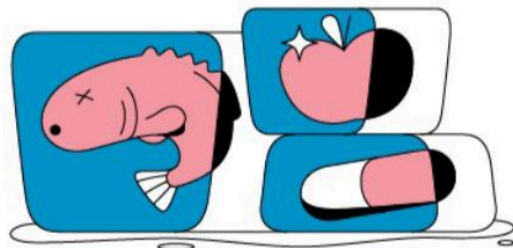
supply chain courses are available at Georgia Tech, focusing on logistics, inventory management, and operations.

650,000

metric tons of cargo are handled each year at Hartsfield-Jackson Atlanta International Airport.

13

percent job growth is projected for Georgia's warehousing industry over the next decade, outpacing national growth estimates of 9 percent.

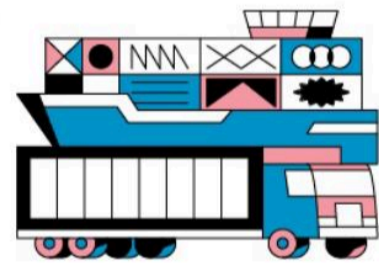


178 MILLION

cubic feet of cold storage across 60+ specialized chain facilities house temperature-sensitive products, including food and pharmaceuticals.

900 MILLION

square feet are dedicated to warehouse and distribution space across the state, with metro Atlanta alone housing 600 million square feet.



9,500

daily truck transactions take place at Georgia ports, including the Port of Savannah.

SOURCES: GEORGIA.ORG, SELECTGEORGIA.COM, AND GALOGISTICSSUMMIT.COM

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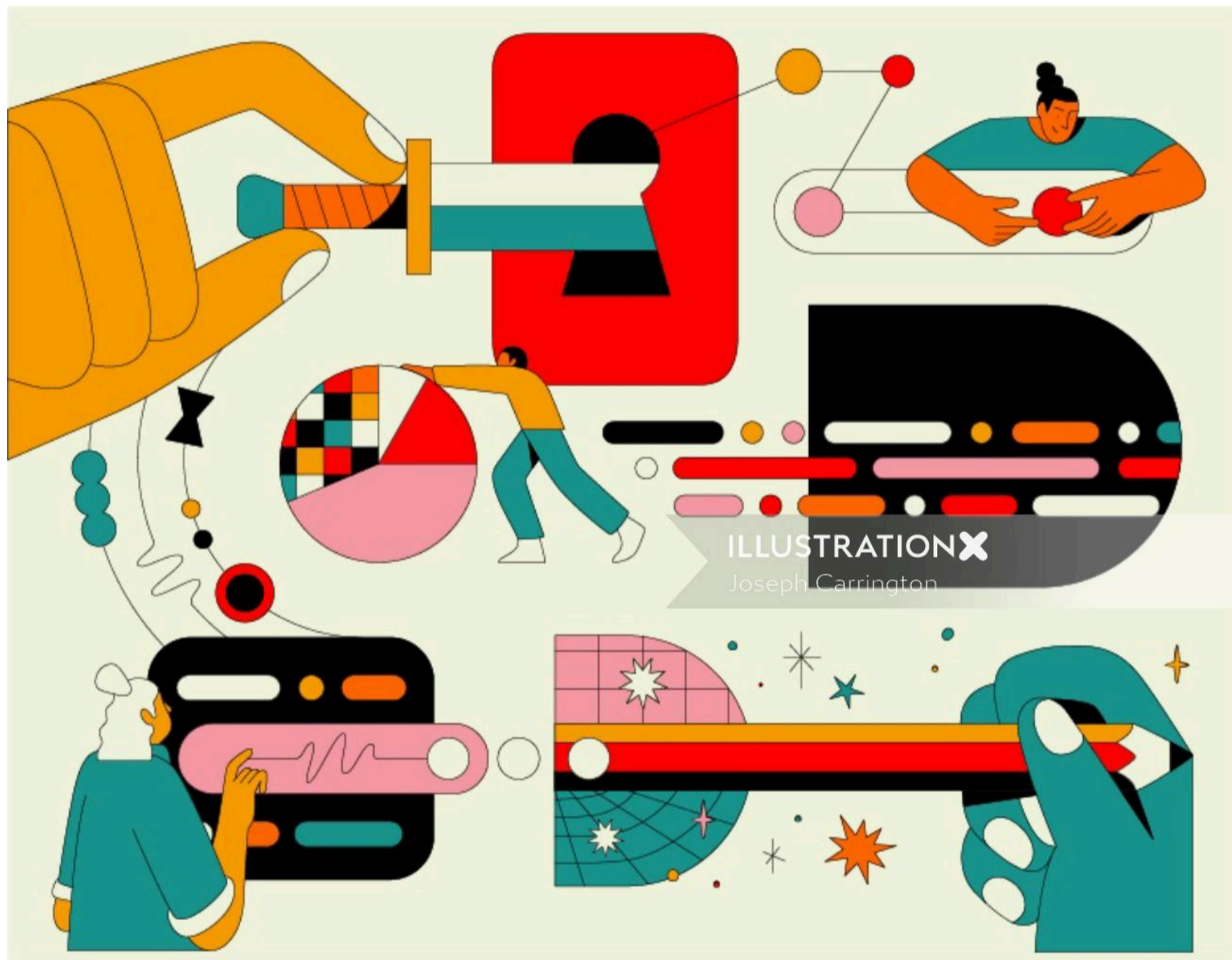
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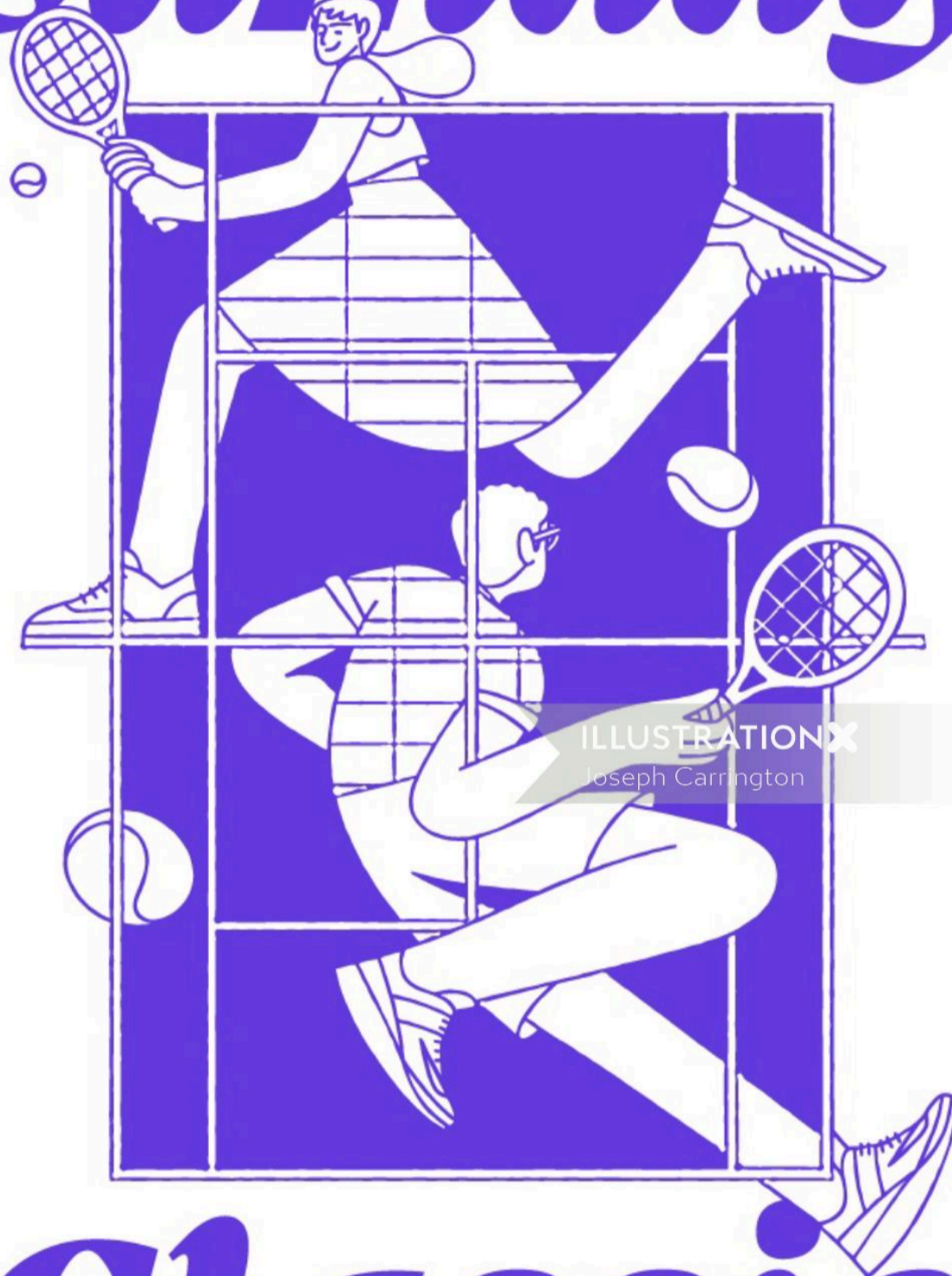
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Sunday



Classic

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IDEAWATCH



LEADERSHIP SKILLS

Appreciation Increases Employees' Resilience

When employees are faced with a tough assignment, showing gratitude toward them before they tackle it can help them persevere during setbacks.

In an initial study researchers set out to explore the emotions that employees experience in high-stress work environments. They began by examining managers' emails and conducting one-on-one interviews with the employees in a top-ranked U.S. hospital's intensive-care units. The researchers found that many managers expressed gratefulness before an employee took on a challenging task or shift, and that when they did so it helped the employee feel more socially connected and purposeful—and be more resilient if problems arose.

To further explore the effects of gratitude and its timing on persistence and social connectedness, the researchers did two follow-up experiments with U.S. online gig workers. In the first, 331 participants were thanked either before or after working on an unsolvable geometric puzzle. Those who were recognized before the task reported greater feelings of social worth and willingness to continue with other tasks even after failure than the group that was recognized after the experiment did. In the second study the researchers repeated the puzzle experiment with 330 new subjects but tested the effects of other positive sentiments, like hope. Gratitude, they found, was the most correlated with feelings of social worth.



The implications "are potentially far-reaching, particularly for organizations that lack resources to remove the structural barriers contributing to employee distress," the researchers write. In addition to showing appreciation, managers should consider other ways to convey that an employee's work is valued, as that sentiment seems to increase a person's ability and willingness to carry out difficult tasks.

ABOUT THE RESEARCH "Thanks in Advance: The Social Function of Gratitude Expressions to Employees in Distress," by Hooria Jazaieri and Olivia A. O'Neill (Academy of Management Discoveries, 2024)

CUSTOMER STRATEGY

Loyalty Points Versus Real Money

When paying for a flight, do people use loyalty points in the same way as cash?

A recent study analyzed more than 29,000 accrual and redemption transactions made by 500 U.S. airline loyalty program customers over two years. The researchers found that point users fell into four distinct categories: *money advocates*, who prefer to save their cash

and spend points; *currency impartialists*, who see points and cash as interchangeable and have no preference for either; *point gamers*, who wait for the most advantageous redemption opportunities; and *point lovers*, people who prefer to spend cash and hoard their points.

Recognizing these distinct groups can help companies personalize customers' experience and boost their engagement. For example, the researchers write, instead of offering a flat discount to all customers, airlines could tailor offers to their preferences. Money advocates might be more attracted to cash-back programs, while point gamers might be drawn to dynamic deals that maximize point earning and redemption.

"As companies become more adept at navigating the landscape of customer loyalty programs," the researchers write, "they will uncover new ways to engage with customers, personalize offerings, and, ultimately, transform loyalty points from mere transactional tools into strategic assets that enhance loyalty, engagement, and growth."

ABOUT THE RESEARCH "Loyalty Currency and Mental Accounting: Do Consumers Treat Points Like Money?" by Freddy Lim, So Yeon Chun, and Ville Satopää (Manufacturing & Service Operations Management, 2024)

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IDEAWATCH



PRODUCT RECALLS HAVE MAJOR RIPPLE EFFECTS ON AD SPENDING

After a product recall, competing brands cut their advertising spending by 50%, on average, according to a study that examined the effects of one Chinese automobile recall on the international makers of 62 rival models. The findings indicate that brands fear people will incorrectly associate their products with competitors' defects. "How Do Brands Change Their Advertising Spending in Response to A Rival Brand's Product Recall?" by Sihan Fang et al.

intrafirm collaboration—and not only among the attendees.

Though partners who went to off-sites were the most likely to be involved in new working relationships, surprisingly, the number of new collaboration requests sent by nonattendees rose as well. This suggests that when companies signal that they value collaboration by hosting an off-site, it can inspire people throughout the organization to seek out new relationships, the researchers write.

However, while nonattendees initiated more collaborations following an off-site, they were less likely to receive collaboration requests than those who did attend. In other words, nonattendees themselves weren't significantly sought out for new projects.

That indicates that the greatest value of off-sites is still for those who attend. The researchers note that the Covid-19 pandemic "required an unexpected foray into remote work, which both revealed and developed the remote collaboration skills and preferences of firms and employees." Yet their findings provide evidence that in-person interactions benefit employees by making them more visible to one another and encouraging them to form serendipitous connections. "[Remote and hybrid work] will only heighten the value of temporary face-to-face interactions like offsites for creating opportunities for collaboration," they write.

ABOUT THE RESEARCH "Rewiring the Organizational Network: Corporate Offsites and Network Tie Formation," by Madeline K. Kneeland and Adam M. Kleinbaum (Strategic Management Journal, 2024)

PREDICTION BIAS

People Overestimate How Much They'll Consume Things They Like

The amount popcorn you buy for a movie probably depends on how much you enjoy popcorn, right? Maybe not.

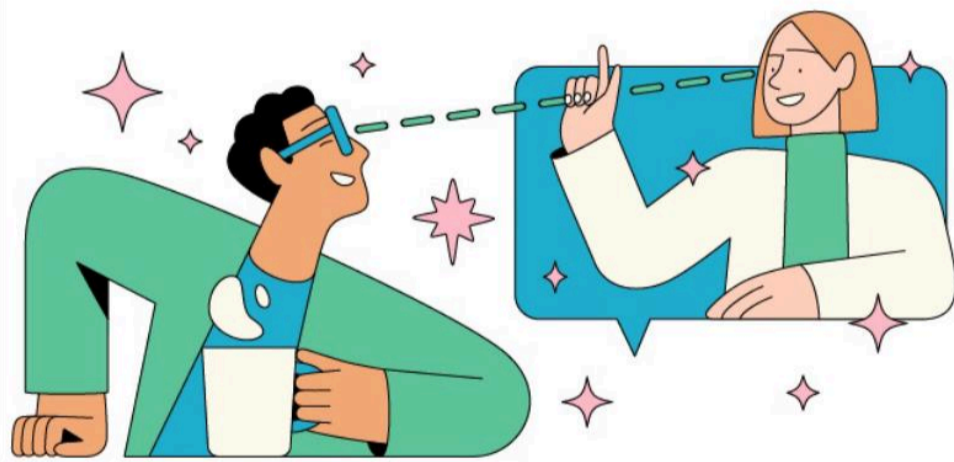
New research shows that people's consumption habits are surprisingly insensitive to their fondness for products. In fact, consumers themselves do a bad job predicting how much their preferences will influence their actual consumption, assuming, for instance, that if they like, say, comedy specials, they'll watch more of them than they do of other offerings, such as sitcoms.

In six studies researchers asked a total of 1,486 U.S. participants to rank their preferences for various items and estimate how much they'd consume of those things in a given time period compared with alternatives. In one study participants were asked how much they liked different flavors of jelly beans and

how much of each type they'd eat over the course of the experiment. Participants were then offered a variety of jelly beans, along with M&M's. At the end of the experiment, the differences in their consumption of preferred and nonpreferred items turned out to be negligible. This finding was repeated across all the experiments, including a real-world study that found that people used the same amount of lip balm during a week whether they received a brand they liked or another one.

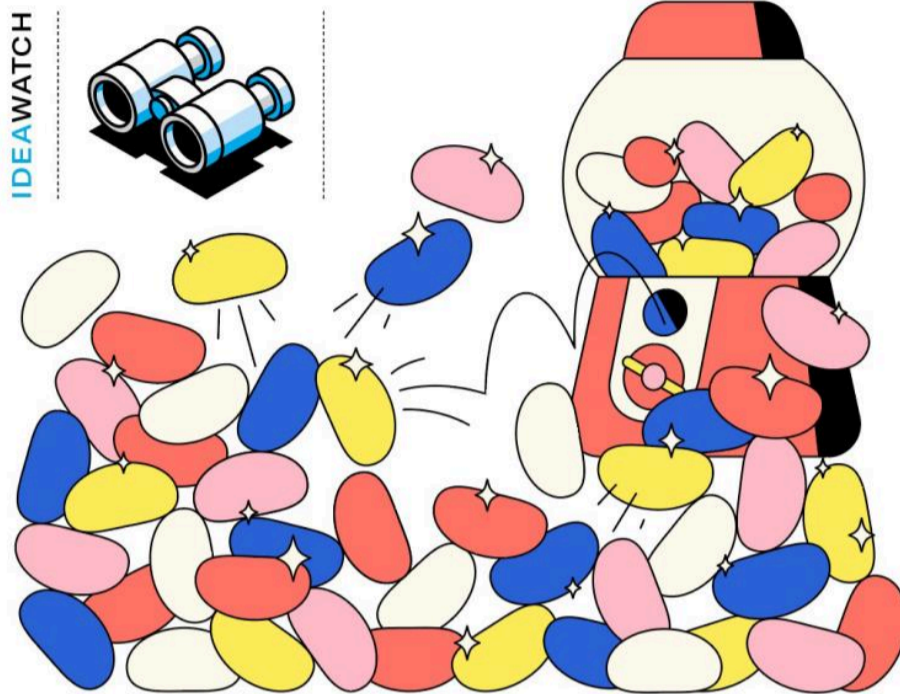
While extremely strong opinions—for example, if someone hated all jelly beans—seemed to have an effect, normal preferences didn't make much difference. The researchers note that consumers should consider these findings when making purchases. Shoppers should weigh other factors in buying decisions, such as how much they may value having a variety of options and whether there are cheaper alternatives to their favorite products.

ABOUT THE RESEARCH "Consuming Regardless of Preference: Consumers



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MANAGING PEOPLE

The Power of Eye Contact

One hard stare from an angry boss is enough to send shivers down one's spine. But researchers have found that simple eye contact can also have a surprising impact.

In a study conducted with the graduates of three business schools, in Switzerland, Liechtenstein, and Austria, 72 managers—working predominantly in real estate, health, and technology—were invited to complete questionnaires on whether they maintained eye contact with employees when talking with them. The managers were also asked to evaluate their own charisma and leadership abilities and to give two direct reports they frequently interacted with an assessment of them to fill out.

The assessment asked about the managers' charisma and whether the employees made any extra effort when working for those managers. It had the employees rate how much they agreed or disagreed with statements like "My manager gets others to do more than they expected to

do," "My manager regularly motivates others to accomplish more than they have to," "I volunteered for extra work assignments," and "I gave up meals and other breaks to complete work."

The results showed that managers who frequently made eye contact were perceived to be more charismatic and competent, both by themselves and by their employees. How charismatic the employees perceived their managers to be in turn influenced their willingness to put in extra effort.

The researchers contend that managers can increase their effectiveness by intentionally gazing more directly at employees during conversations. However, they write, it's important to keep in mind that if they overdo it, their behavior may appear unnatural or confrontational. Managers should also be mindful that perceptions about eye contact vary across cultures and that in certain countries it might not be received positively.

ABOUT THE RESEARCH "Eyes That Lead: The Charismatic Influence of Gaze Signaling on Employee Approval and

PERFORMANCE

Can Being Passionate About Work Backfire?

It's a common piece of advice: To have a successful career, follow your passion. But is love for your job always a good thing? In a series of studies that included more than 1,000 U.S. and Chinese workers, researchers found that it can lead to overconfidence.

In the first study 829 employees at an engineering company in China rated their own passion for their work and their performance, as well as the performance of their teammates, for 20 days. While being passionate did lead to higher peer evaluations of people's performance, it also significantly inflated their assessment of their own effectiveness far beyond their colleagues' opinions.

In a follow-up experimental study with 396 U.S. participants, the researchers found that people who were told they were passionate were more likely to believe they'd improve or work harder in a hypothetical job than people who were told that they were punctual. A third experiment, this time with 200 U.S. football fans, revealed that people were likely to overestimate the abilities of teams that they felt passionately about and exaggerate those teams' chances of winning.

While passion and self-assurance have been shown to help job performance, the researchers advise caution to those "in roles where being overconfident is more dangerous—that is, where an accurate view of one's own abilities is crucial, such as surgeons, pilots, or

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IDEAWATCH



BRIDGING THE SALES-MARKETING DISCONNECT

In a recent survey of 2,001 senior-level international marketing executives, 10% of respondents said that there were no synergies at all between marketing and sales at their company, leading to misalignment and excessive costs. Marketers cite closing the gap as a top priority in 2024. "The B2B Marketing Organization of Tomorrow," by LinkedIn and Ipsos

financial traders." Managers of passionate employees should also encourage their reports to "think proactively about the potential hurdles to which their passion may be blinding them," such as overly ambitious timelines or commitments to too many projects.

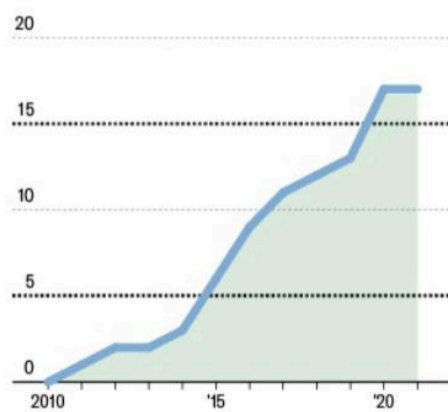
ABOUT THE RESEARCH "A Potential Pitfall of Passion: Passion Is Associated with Performance Overconfidence," by Erica R. Bailey et al. (Social Psychological and Personality Science, 2024)

SUBJECT

Three Stages of Venture Growth

Though conventional wisdom says there are two stages to any venture's growth—exploration and exploitation—it's a third phase, extrapolation, that is crucial to successfully scaling up. That's when revenues rise dramatically, and profitability is proven.

Cumulative number of S&P 500 CEOs with SCM experience



Source: "To Build Resilience, CEOs Need to Become Supply-Chain Experts," by J. Yo-Jud Cheng and Dwaipayan Roy (HBR.org, 2024)



MARKETING

If You're Happy and You Know It, Raise Your Hand

Happiness can be contagious, especially with shoppers. That's the finding of researchers who studied 30,000 seller profiles on social-media and peer-to-peer marketplaces in the United States and conducted 15 experiments to determine the effect of joy on sales. They discovered that sellers who expressed joy about making their products or delivering their services were more likely to sell their offerings. Yet only 1% of the profiles analyzed referenced happiness or joy. The researchers say that's a big missed opportunity.

In one study the researchers tested two ads on Facebook for a search engine optimization (SEO) specialist. One ad mentioned that the vendor really enjoyed SEO, and one did not but was otherwise identical. Over the course of

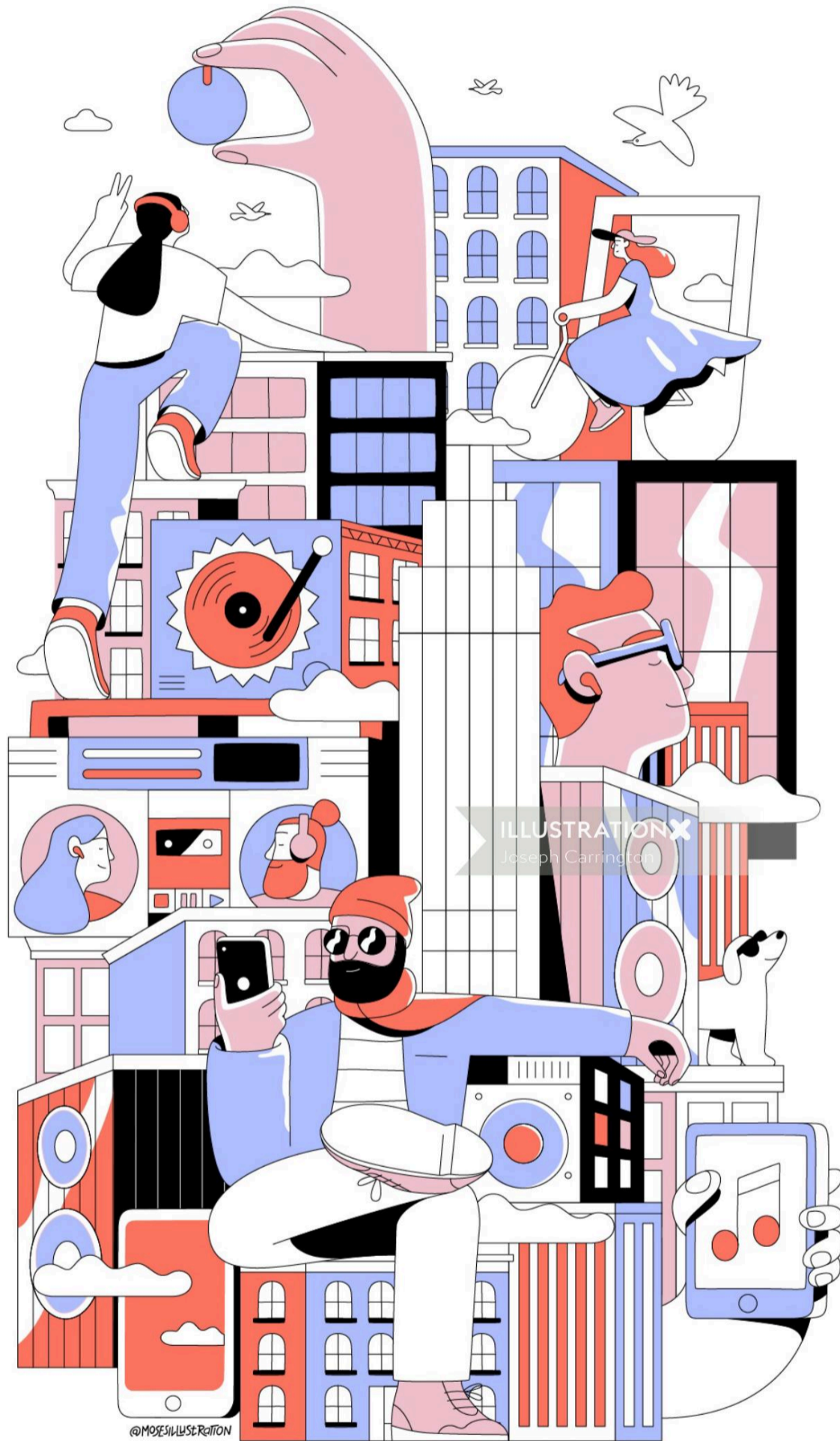
the experiment, the ads were displayed a total of 38,099 times. The ad noting that the specialist enjoyed SEO yielded a 40% higher click-through rate and a 17% lower cost per click than the other ad. In another Facebook study using a different SEO vendor, the researchers replicated this result. In total the researchers examined the effect of signaling enjoyment with more than 100 kinds of sellers and found that in all cases it increased customers' willingness to purchase. The researchers say this occurs because buyers interpret a provider's enjoyment as a signal of high quality.

In addition to mentioning enjoyment in their ads, they suggest, sellers should also describe how much effort and prerequisite skill it takes to make the product or deliver the service. Referencing all three factors can improve sales.

ABOUT THE RESEARCH "Production Enjoyment Asymmetrically Impacts Buyers' Willingness to Pay and Sellers'

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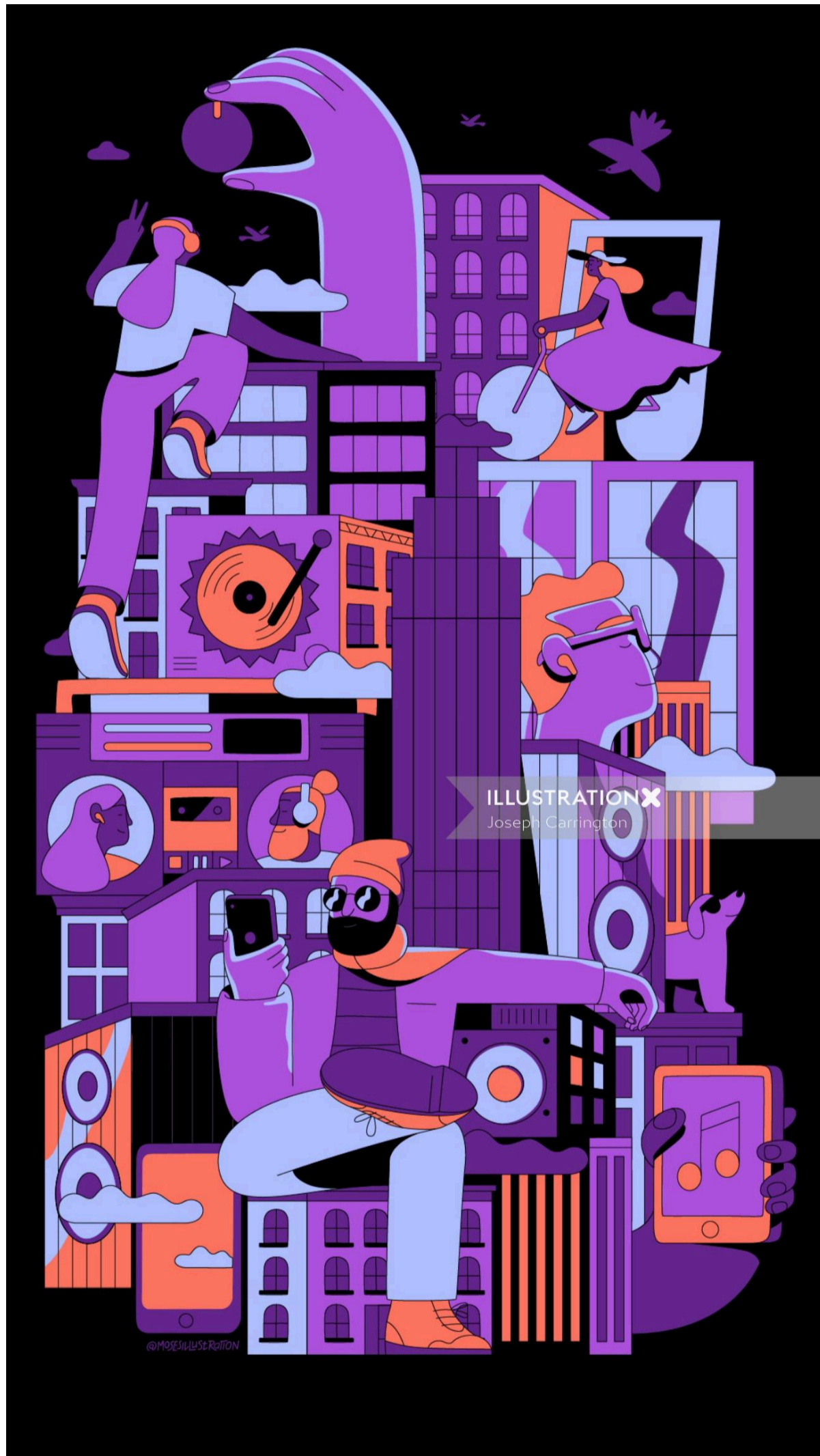
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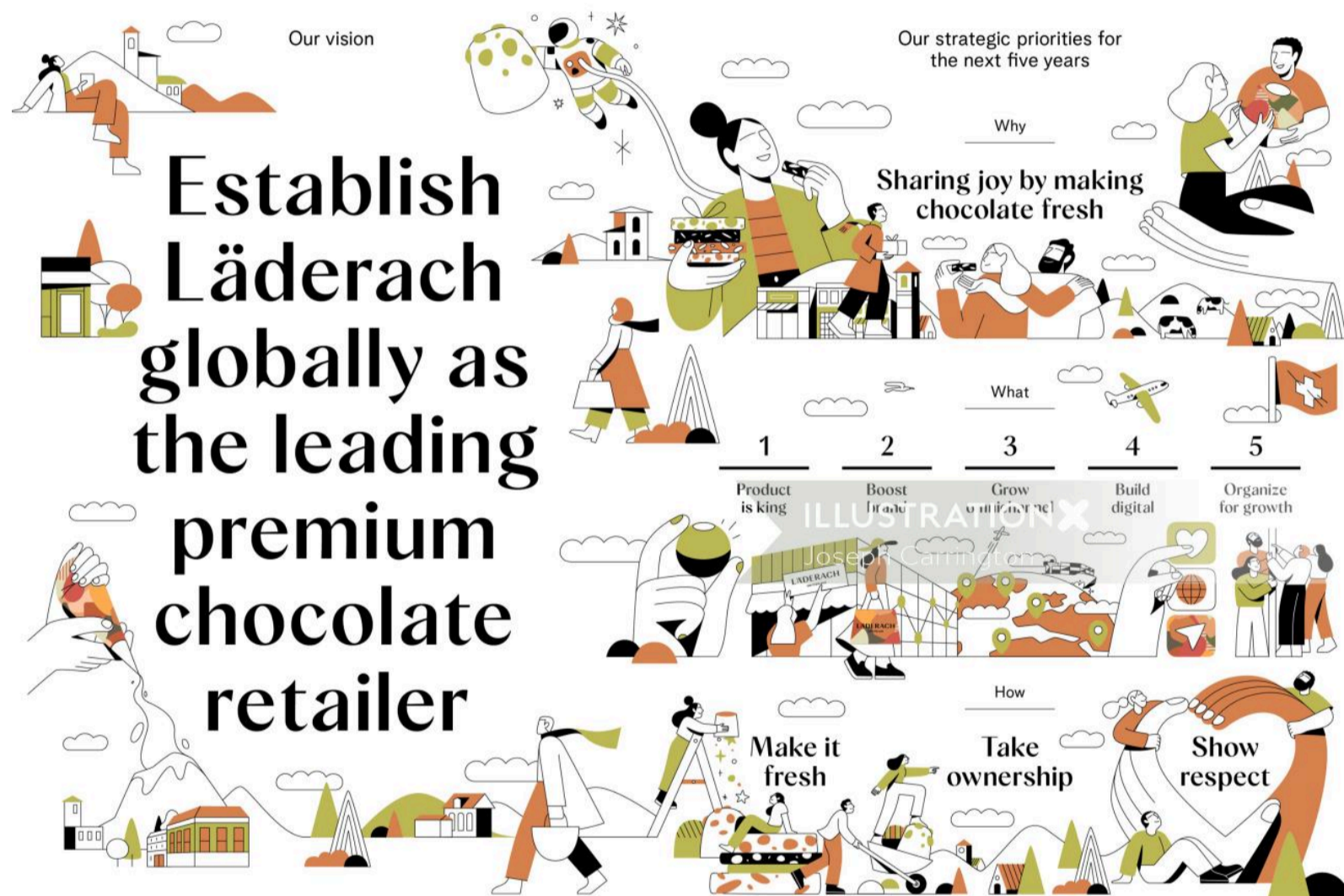
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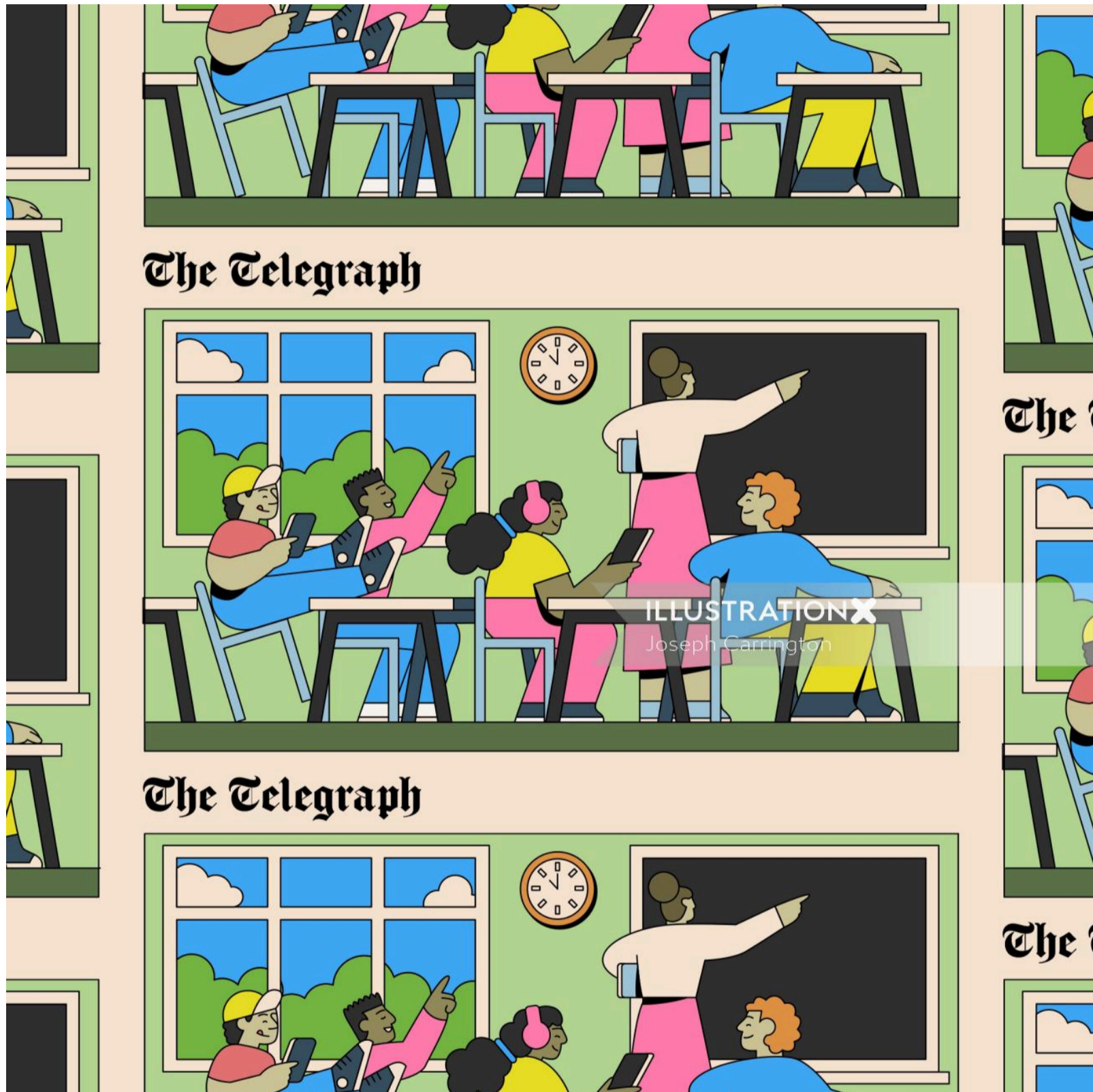
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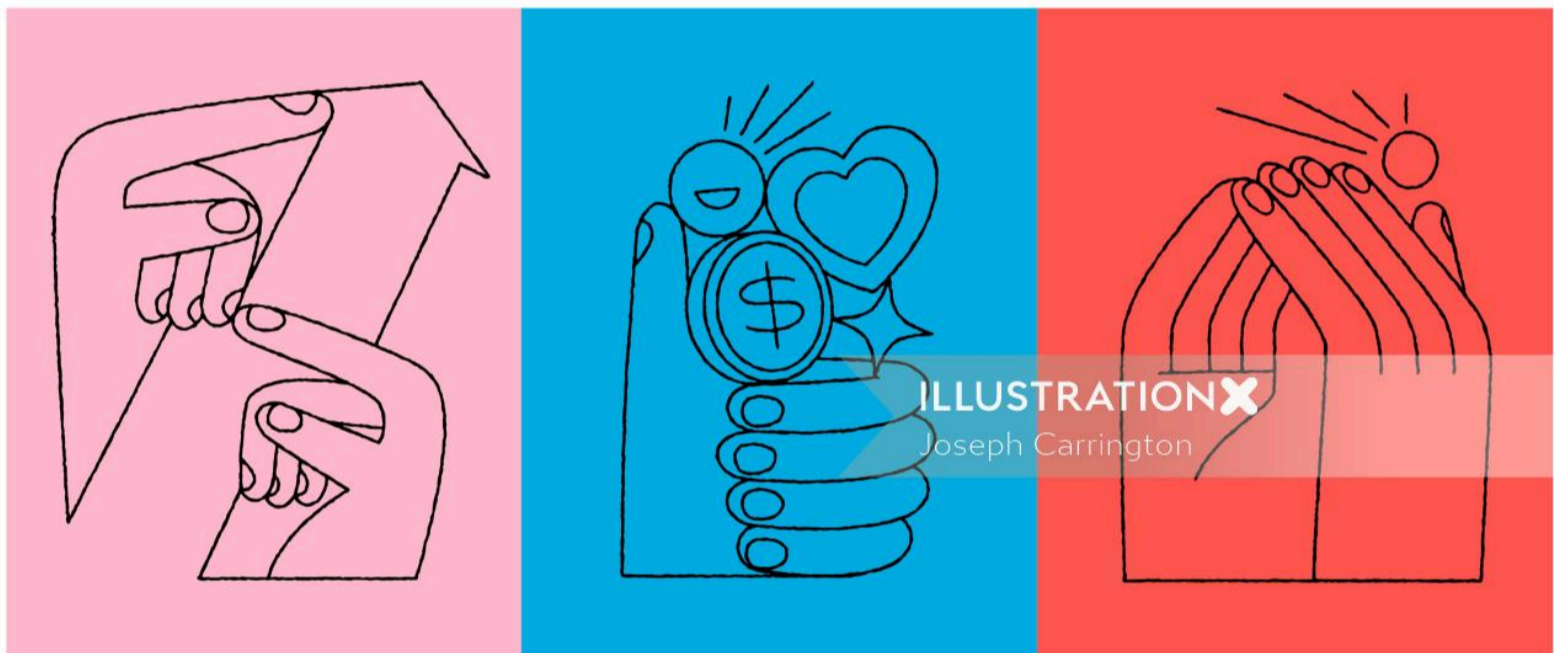
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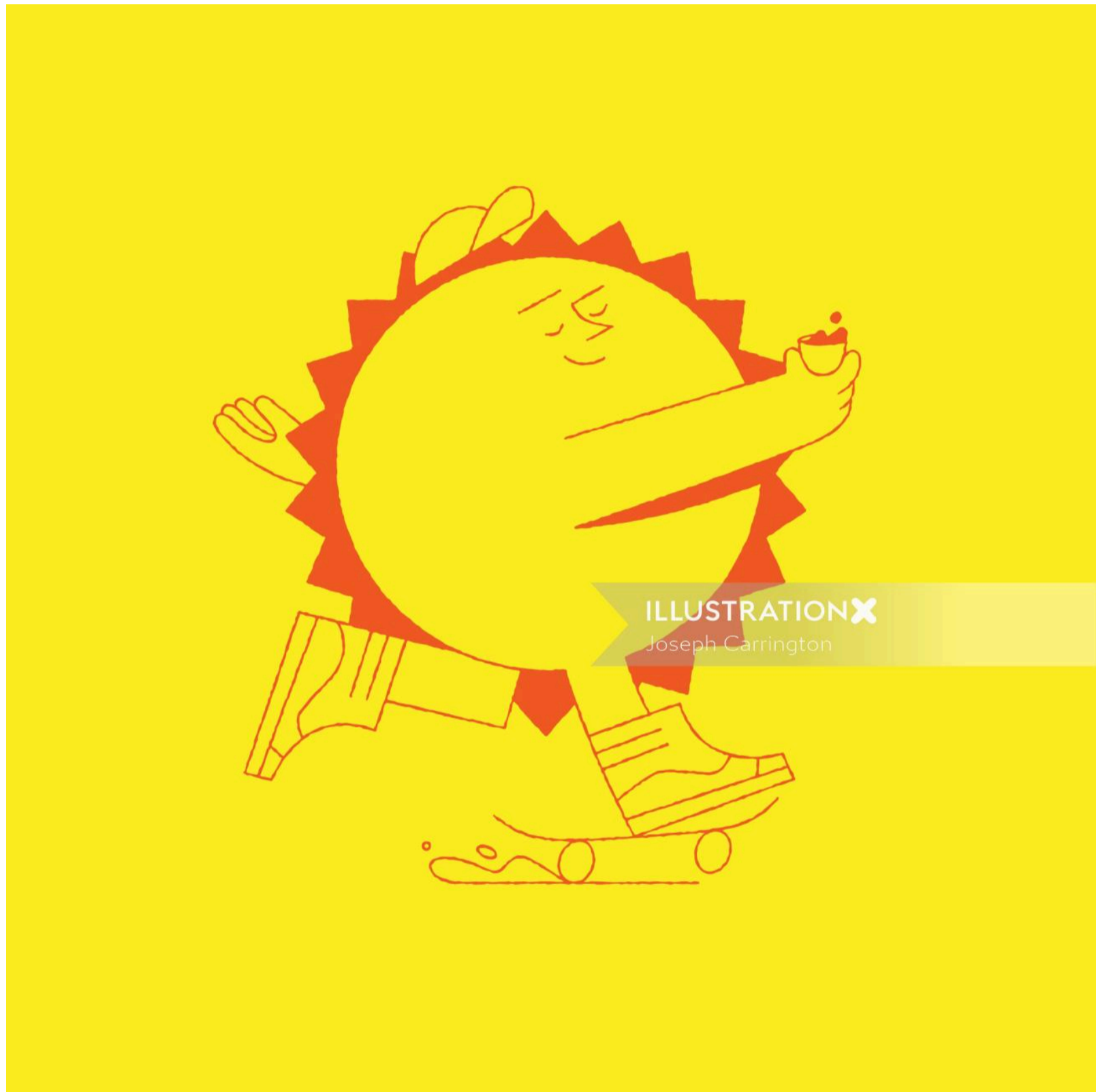
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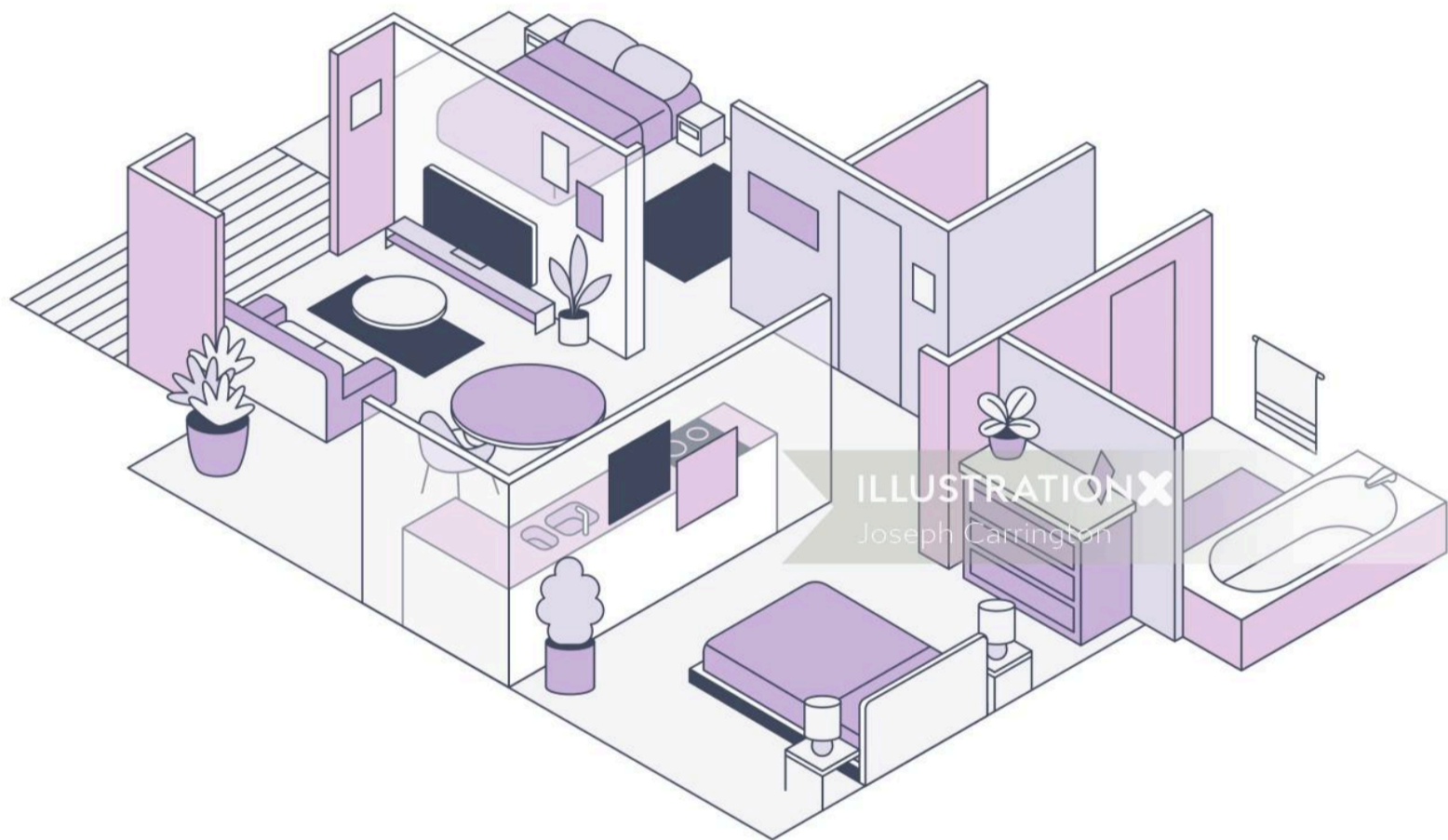
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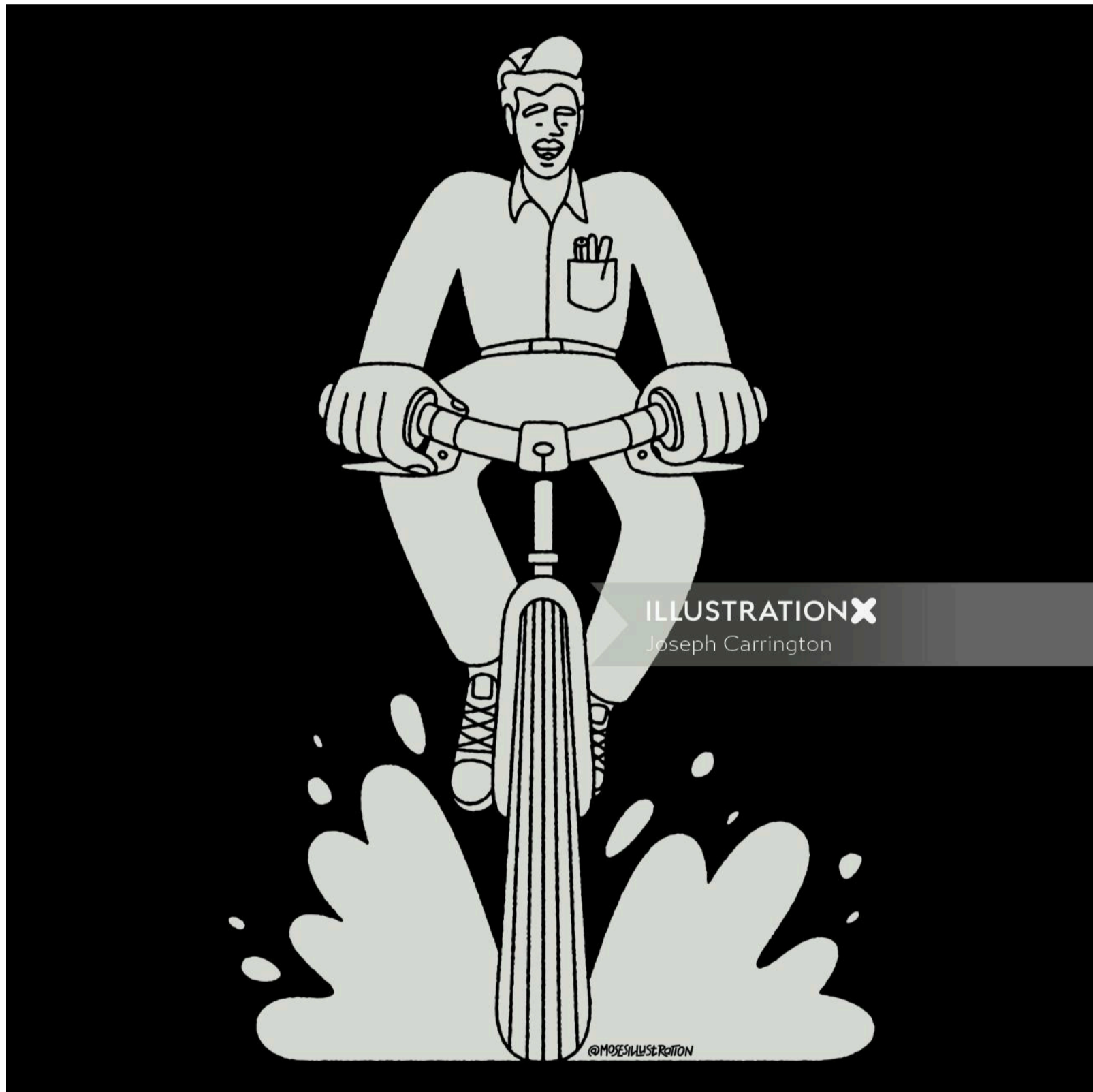
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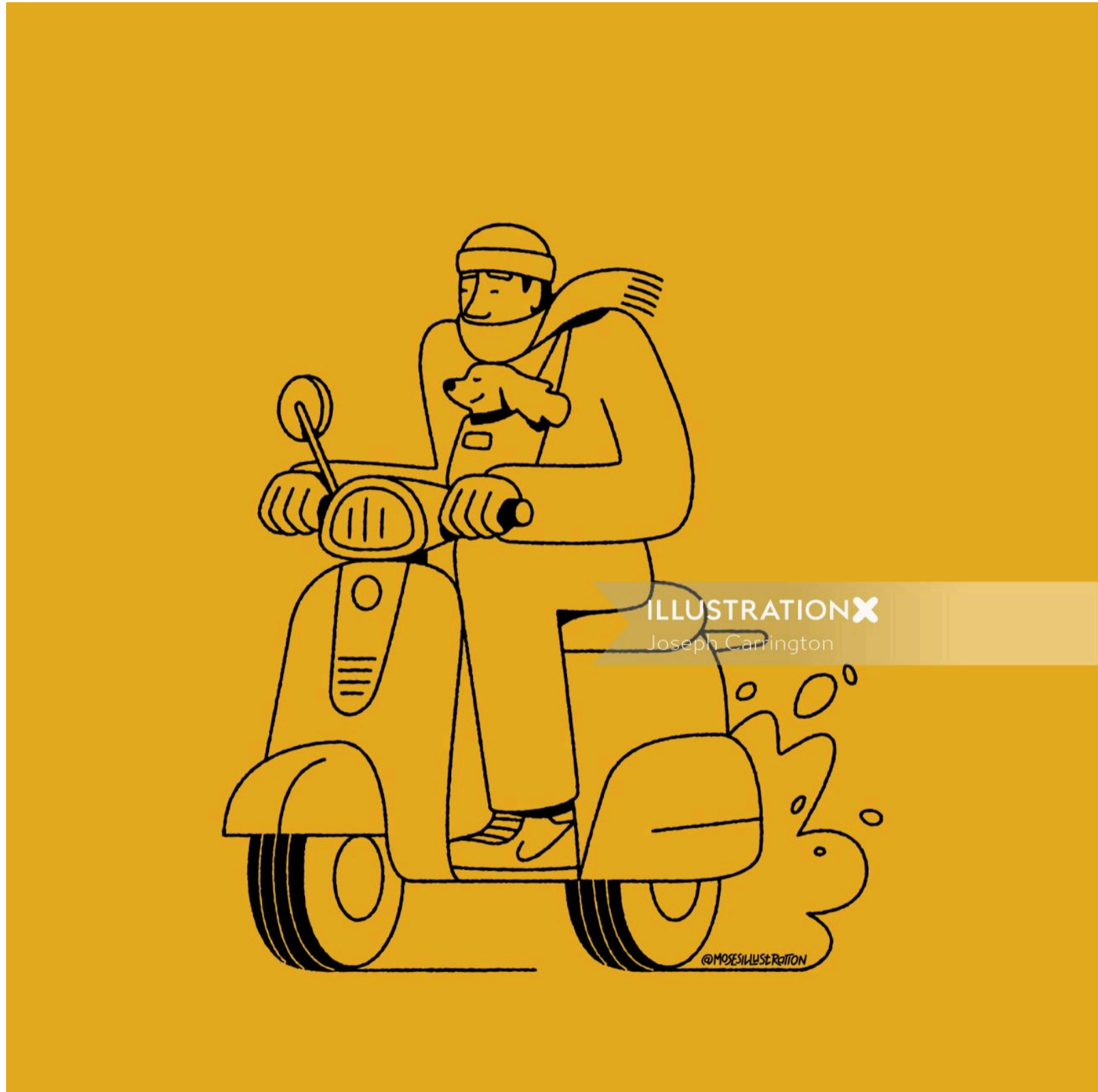
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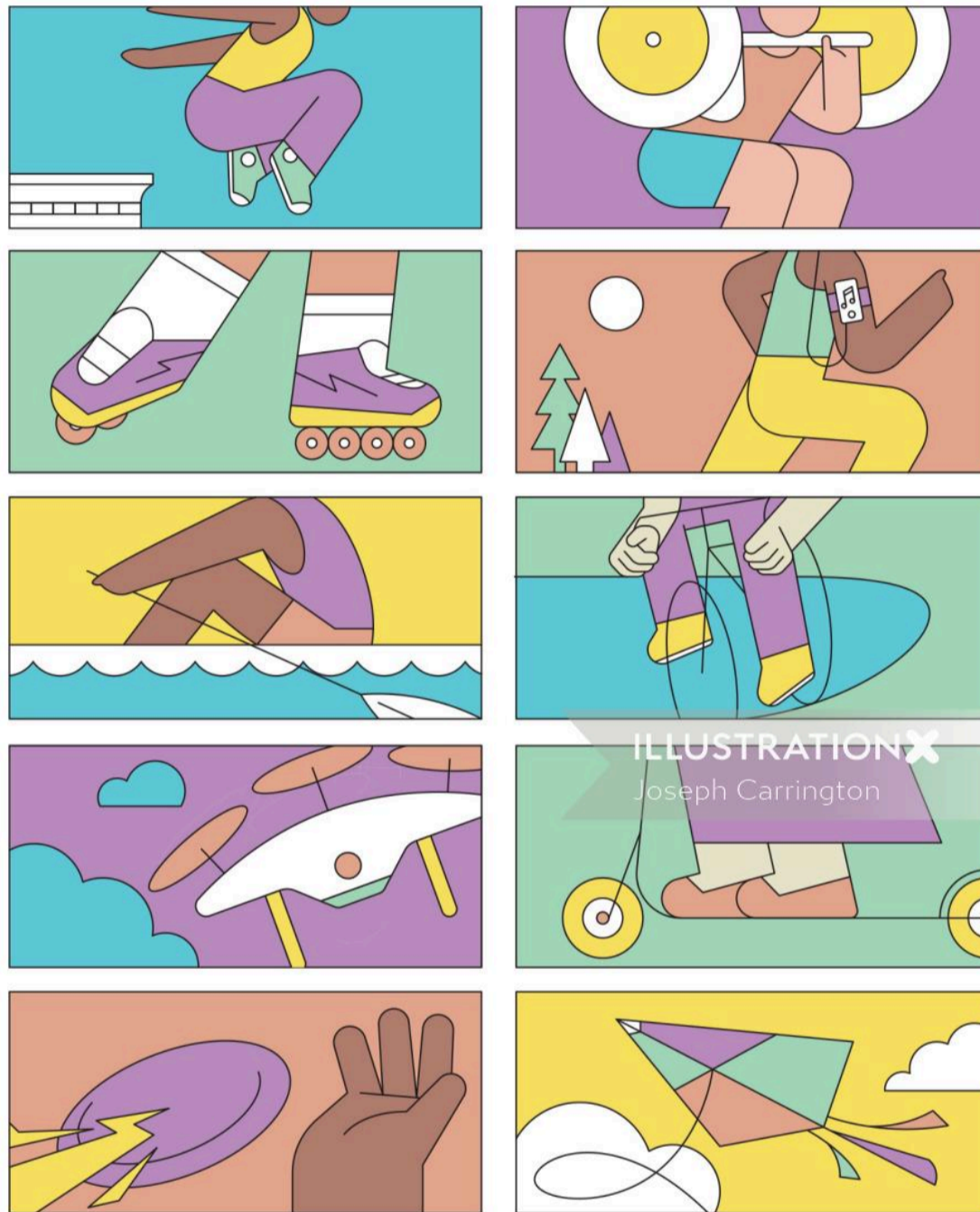
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