

HARMAN Luxury Update – May 2022

How Important Are Trade Shows to Your Business?

By Dave Tovissi, Vice President and General Manager

Shortly after the ISE Show in Amsterdam in February of 2020, trade shows and conventions pretty much came to a stop due to the Covid-19 pandemic. Many organizations, including HARMAN, pivoted to virtual events. While we recognized that the engagement level with our customers and the press dropped significantly, we still experienced stronger than anticipated sales. While it may be tempting for companies to forgo the capital and human expenditures of exhibiting at industry trade shows, we have committed to recapturing the essence of these events by meeting face-to-face with our customers and the press.



Companies, like bicyclists, can coast every now and then, especially if they have good momentum and especially if their competition also coasts. However, from our perspective, it's time for us to start pedaling again. But what about you? Are you also ready to get back on the bike and meet with your key suppliers? Are you ready to travel and reconnect with your peers and see and hear what our industry has been developing for you and your customers?

If last week's show in Munich was an indicator of the future, I would say that most of you are ready to get back out there. Our stand at High-End Munich was packed at times. We had standing-room only presentations of our Mark Levinson ML50 amplifiers and the JBL 4305P active studio monitors from the moment the show opened until long after they stopped admitting attendees at the front convention center entrances. Our meetings with customers and the press concluded with a shared optimism for the future of the event and the willingness to engage with people again. This month's newsletter also features a recap of the AXPONA show in Chicago, which was also open to the public and well attended.



Short Survey on Your CEDIA Plans

To better serve you, we would love to hear about your plans for attending CEDIA later this year and what products you want to see and listen to. If you have a couple of minutes, please fill out the short survey at the link below. Thanks!

https://www.harmanluxuryaudionews.com/2022/05/26/importance-of-trade-shows/

What's New High-End Munich 2022

By Jim Garrett
Senior Director, Product Strategy and Planning
HARMAN Luxury Audio Group



From May 19-22, our Luxury Audio team participated in the High-End Munich 2022 exhibition

with a commanding presence on the show floor. Over the years, the Munich show has grown into the largest hi-fi show in the world and is a key venue for manufacturers to showcase their newest products to a large global audience. As a four-day event, the first two days are dedicated to trade and press, providing an ideal environment to meet with our key customers for the EMEA region as well as some of our international customers attending from locations far away. It was great to be able to meet in-person and to be able to demonstrate the amazing audio products we have brought to the market over the last six months. We also took the opportunity to make global announcements of several new products arriving for the second half of 2022.

Our location for this year's fair was a high-profile spot in the atrium of Hall 4 at the Munich M.O.C. event center. The large space gave us plenty of room to display a large selection of products from our JBL, ARCAM, Mark Levinson and Revel brands. Attendees entering our space were greeted with a showroom window display of a wide assortment of JBL loudspeakers including our best-selling models from the Classic and Studio Monitor series, as well as our newest streaming audio products: the L75ms music system and the 4305P powered streaming bookshelf loudspeaker system. This is also where we introduced the forthcoming Stage XD indoor/outdoor loudspeakers. The two new models – Stage XD-5 and Stage XD-6 – offer high-performance JBL sound from an "Extreme Durability" design that meets IP67 waterproof certification for survival in the elements. The new models include sustainable packaging and product content and are one of the first IP67 rated loudspeakers that can be repaired if necessary, allowing them to have a long life far beyond a traditional competing product.



To the right of the JBL display was a showcase of our Mark Levinson electronics as well as a listening station for our award-winning № 5909 premium wireless ANC headphones. At the show, we highlighted recent German press awards that were received for the № 5805 integrated amplifier and № 5101 CD/SACD streaming player. Of course, the 50th Anniversary celebration of our Mark Levinson brand continues, and Munich was the first time the public has been able to see the limited-edition ML-50 monaural amplifier package. These beauties attracted a lot of attention - and cameras! And while they are a feast for the eyes, they are also a joy for the ears as could be heard in the next part of our display.

Moving further into our space, attendees were treated to demonstrations of a flagship Mark Levinson system featuring the ML-50 anniversary amplifiers along with a № 526 preamplifier and № 519 and № 5105 source players, and a pair of JBL DD67000 Everest loudspeakers. The acoustic prowess of this reference-level rig impressed attendees with its crystalline details and lifelike dynamics. At the other end of the scale, we alternated listening sessions with the JBL 4305P Studio Monitor. While expectations were understandably high for the Mark Levinson system, the small and mighty 4305P truly shocked listeners with its ability to fill such a large space with high-resolution dynamic sound and powerful bass response. We heard many attendees saying they had been told by friends that they simply must come listen to this remarkable new model. Several even said it was the best thing they saw and heard at the show!



In the back of the listening area, we had displays of our Revel Performa Beryllium loudspeakers and a large selection of ARCAM electronics including our best-selling SA20 and SA30 integrated amplifiers and our newly updated AVR range with HDMI 2.1 capability and support for 8K video resolution. Our music-first approach to sound in our AVRs has made them the choice of music aficionados demanding the best sound for their home theater system.

Directly across the hall behind our listening room, we had a private space for dealers and distributors where we could host and discuss business. In this space, we presented the new range of JBL architectural loudspeakers including the global announcement of the JBL Stage Architectural range and the JBL Studio 6 Series of in-wall models. The new Stage Series includes eight models of in-wall and in-ceiling that take advantage of our patented JBL acoustic technologies and our stylish zero-bezel grilles and XL-2 installation mechanism. Two new "CSA" footprints provide a unique solution with an off-axis design that is ideal for in-ceiling LCR and surround channels, or height channels for immersive audio systems. This high-value range is certain to become a staple of the JBL architectural portfolio.



Our private dealer area included background music from a tidy package of JBL L52 Classic bookshelf loudspeakers connected to the ARCAM Solo Uno streaming amplifier – an ideal package for those tight on space, yet big on sound. Attendees could also see for the first time a pair of the limited-run JBL 4312G Ghost Edition loudspeakers featuring a unique all-white cabinet with black drivers. Our hospitality room was a welcome respite from the crowds on the show floor and allowed us to have meaningful conversations with our customers and suppliers in a face-to-face environment that has been unavailable to us all for too long.

Traffic was high for all days of the show including the weekend customer days available to the public. For our Luxury Audio team, being able to meet our customers and suppliers in person is invaluable, and to be able to demonstrate our latest products to the press was simply "wunderbar"! Our EMEA sales team wrote a significant amount of orders and signed up new customers as well. The demand for products is high and the love for our brands is strong! All in all, the show was big success for everyone and showed us all the continuing value of in-person events in the growth of our business.

What's New AXPONA

By Tina Leitz
Senior Marketing Manager
Global Centralized Brands



AXPONA (Audio Expo North America) was back in action April 22 – 24 in Schaumburg, IL with over 7,500 attendees and 200 listening rooms. Our HARMAN Luxury team was back in action, too, as Sam Scialdone, Jesse Coyer and Cory Robertson partnered with Music Direct on two listening rooms.



The first room featured Mark Levinson products including the 5000 series (№5101, №5105, №5206 and №5302) that were driving Revel F328be floorstanding speakers. Everyone who experienced the demo was amazed and impressed. The smoothness, fine detail and range of the system was what was talked about the most. *Stereophile* Magazine gave this room a nice review, which you can see <a href="https://example.com/here/bases/



Our second demo room was all about JBL featuring the JBL SA750 integrated amp, JBL L52 Classic bookshelf speakers and the JBL HDI-3600 floorstanding loudspeakers. We also showed the JBL L75ms. The surprise of the weekend turned out to be the JBL L52 Classic. Many of the attendees were blown away by the performance and kept asking, "Where are the subwoofers?" The goal of this room was to show simple, budget-friendly products that sounded better than stuff costing at least two to five times more. The goal was certainly achieved. All of these products were received extremely well. We even got another nice review of the JBL L52 Classic in Stereophile.

In addition, there were a few other dealers who featured our products in their demo rooms including Cinetec who featured the ML No5105 and the Revel 328Be, Holm Audio featured the №5105 and №5101, and Qobuz were showing the №5909 headphones in their exhibit space.

After a two-year hiatus because of the global pandemic, it was great to be back at AXPONA showing off all of the fantastic new products Luxury Audio has to offer our dealers.



Meet the Team

Name: James Todd

Position/Job Title: Senior Global Product Line Mgr.

With HARMAN Since 2018

With Meet The HARMAN Luxury Team, our goal is for you to get to know us better. In each edition we be feature a different member of the team, and this month it's James Todd, Senior Global Product Line Manager.



How would you describe what you do in your current role?

My work starts at the very beginning when a product is an idea or a concept. I work with immensely talented teams of hardware, software and mechanical engineers, and I must not omit the dedicated project managers. All work to make the concept a reality. It is up to me to nurture that concept through the design process to ensure it will offer the best solution for customers at a sensible cost and in a realistic time. Meeting all those criteria is immensely challenging but those concepts that make it through are all the better for it. Once a concept has made it to production, the GPLM gets to set it free in the marketplace – to take its place in our dealers' store fronts and then into our customers' homes.

I am not alone in this task — there are three other Global Product Line Managers on our team, all looking after individual projects for new and exciting products. I work exclusively on electronic products such as integrated amplifiers, streamers and AV receivers with our team in Cambridge. It gives me great joy to work in this field as an audio enthusiast myself. I know the benefits such a product can bring to someone at home, both socially with friends and privately to wind-down after long days.

What did you study in school? Did you always imagine yourself doing something like what you're doing now, or did the fates just take you in that direction?

I specialized in science and math at school. I then applied this at university when studying Audio Technology to follow in my father's footsteps. He worked for over 25 years at Panasonic so we were surrounded by their products at home, including the revered Technics stack! I never imagined doing anything else and started my career in a local home appliance store before graduating into specialist audio retail after university.

How did your career path lead you to HARMAN?

I worked for over 15 years in front line specialist audio retail, including over seven years at a long-established retailer in London with an enviable reputation. There, I also worked on installed custom multi-room audio, video and lighting projects. These years were the highlight of my retail career, working with some of the best audio and video products for music and movies.

During that time, I had the pleasure of establishing some brilliant relationships with colleagues across the industry. Specialist audio is not a vast industry. Most of us know each other and mentor each other as we know it is best for this industry to retain the best people wherever possible.

Personally, my wife and I were ready to raise our family away from the hustle and bustle of the UK's capital city and so I explored opportunities away from London. I was deliberate in my pursuit of a new challenge within the industry I know and love. So, it was time to experience what goes on within a manufacturer and I joined the great big HARMAN family.

What is the most important thing you have learned over your career?

I am lucky enough to do what I love, and I am sure that helps, but I have never really done anything I didn't get a buzz from. So, I guess that would be lesson one, if there's nothing to get you remotely excited about work, move on. Lesson two would be something I have learnt at HARMAN, that being part of a large matrix organization re-enforces: don't try to do everything for everyone. Let others excel and stand on their own. Be excellent at what you do and let them be excellent at what they do. Praise and support each other, for that is true teamwork, and that is how we all get better. None of us in the HARMAN Luxury Audio Group are a jack-of-all-trades, master-of-none. We own what we do, and we rely on each other.

Any other advice you would offer people just starting out in this industry?

Train your ears and never stop listening. Regular listening to different products and solutions will arm you with a wealth of experience and knowledge of what is right, and what is not right. Regular reflective listening will arm you with the ability to listen to people (customers) with attention. This industry is full of opinion and conjecture, some of it is genuinely misleading, others are personal preference. It is important to know the difference and understand a customer's personal preference from bias.

When it comes to critical listening, know your own ability to empower your ability to confidently critique. One very useful tool is HARMAN's How to Listen tool, created by Dr. Sean Olive, Senior Research Fellow at HARMAN International, and past President of the Audio Engineering Society. It is a desktop application developed for the purpose of training and selecting listeners for audio product research and development. You can read more information here and download the application for Windows or Mac.

What are you most proud of in your life?

In my career, I have delivered large residential projects and been part of award-winning teams. Naturally, these achievements bring pride, but never lose sight of what is really important, those people who mean the most but are right in front of you every day. Nothing has made me prouder than becoming a father, being a part of the evolution of my first son from infant to a child who can read, write, tell stories, has desires and dreams. That really is the good stuff, and the hardest work of all!

When did you first realize you had a passion for music or audio?

"Though it's cold and lonely in the deep dark night, I can see paradise by the dashboard light."

RIP Meat Loaf, 2021.

What current technology impresses you the most?

It is sometimes quite hard to be *really* impressed with any technology when you immerse yourself in it every day. That being said, I am most impressed with acoustic optimization

solutions of multiple loudspeakers and subwoofers in a room, in a single process. Extended subbass, endless dynamics, and sublime musicality, with a single set of measurements. Love it!

What's your favorite music genre?

I'm told by the Genesis/Pink Floyd/Dire Straits brigade that I have bad taste in music, but I'll listen to anything once! I am partial to Electonica (from Disco to House), Rock, '90s Indy, pre 2000 hip-hop, Country or even Opera! There are albums from each genre that resonate with me.

The desert island question, of course. If you were marooned for eternity and could listen to only three albums, what would they be?

- 1. Meat Loaf Bat Out of Hell II
- 2. Oasis (What's the Story) Morning Glory?
- 3. Metronomy English Riviera

You have the floor. In closing, tell us anything else you want us to know about yourself. I will finish with one bit of advice — never stop listening to albums. Music on demand offers an overwhelming amount of choice, makes it easy to listen to trending tracks and favorite tracks repeatedly. But if you're not listening to complete albums, you are missing out on a whole story. The best albums are better than any one track. They transport you away to another world and for me, at least, they can trigger the mental reset I need to relax and unwind. Each will be personal to you and something you relate to. So don't worry about trends and what others have to say – each to their own!

Dealer Profile: ListenUp

Denver / Boulder Colorado Springs / Albuquerque

Founders: Walt Stinson, Mary Kay Stinson and Steven Weiner

Opened: **1972**

Harman Brands Supported:

ARCAM, JBL Synthesis, Mark Levinson and Revel

The HARMAN Luxury Audio Group is proud to have some of the best high-end consumer electronics partners across the globe. Each month, we have the pleasure of learning a little bit more about one of our dealers or distributors. This time we spoke with Phil Murray, Vice President of ListneUp in Denver.

How long have you been in business?

We are celebrating our 50th year in business. We began operations in October, 1972.





How many locations do you have?

We have four showrooms in Denver, Boulder, Colorado Springs and Albuquerque.

How did ListenUp get its start?

The company was started in 1972 by Co-Founders Walt Stinson, Mary Kay Stinson and Steve Weiner. The complete history of ListenUp, 50 years in the making, can be found **here**.



ListenUp Co-Founders Steven Weiner, Mary Kay Stinson and Walt Stinson.

How many people are on the ListenUp team?

We have approximately 120 employees.

Thoughts on the importance of training?

Training is critical to having an effective sales staff. We recently hired a Training Coordinator who coordinates our vendor and general sales trainings.



What do you like most about HARMAN Luxury Audio products and which lines do you feature?

We sell JBL, Synthesis, Mark Levinson, Revel and ARCAM. We have been a Levinson dealer since the late '70s, so appreciate the heritage of the company, and our customers and sales staff love it. We've seen a nice uptick in Levinson sales driven by the 5000 Series. We've also seen growth in Synthesis and home theater, with more customers willing to invest in their home systems. We have JBL Synthesis Systems on display in our Denver showroom and recently put a new one in our Colorado Springs store where we've had customers hear it and say, "That's what I want!" We're excited about the new range of JBL speakers where we can design a Synthesis System at a lower price point. We also have a Commercial Division, so JBL Pro and Crown are go-to vendors for us.

How do you think the luxury audio industry is currently doing?

We've seen growth in the luxury side of our business over the last couple of years. With customers spending more time at home, they're willing to spend more money to get great audio and theater systems.

What is ListenUp's mission?

ListenUp transforms spaces into playgrounds for the senses. We turn homes into sanctuaries, offices into competitive advantages and retail and hospitality concepts into signature concepts that your guests won't soon forget.

You have the floor. Anything else you want to share with us about ListenUp that you would like the world to know?

We have recently started to offer window coverings, lighting fixtures, security systems and even high voltage electrical so that we can offer a complete turn-key solution to our customers and builder partners. We recently rented out part of our space in our Colorado Springs store to a lighting fixture store, Urban Lights, which has turned into a great partnership.

We are also seeing a change in management with one of our founders, Walt Stinson stepping back and Ben Larkin, who's been with the company for 15 years, assuming the role of President.

We will be starting a new construction project in our Denver store which will add over 2,000 square feet and allow us to properly merchandise our Smart Home offerings. We have also recently launched a new website, which has dramatically increased our e-commerce business.

Through our 50-year history we have grown by being a step ahead of the latest technology trends. We were a big proponent of CDs, selling more Sony CD players than any other retailer in the country when the format was first introduced. We even started our own CD store when record stores were not supporting the format. We have been doing customer installation since the early '70s – before there even was a custom installation business. We expanded into video and home theater in the late eighties. And we have been selling streaming music devices for over 20 years.

Our Commercial Division has recorded and provided sound for hundreds of artists including Bob Dylan, Miles Davis, Willie Nelson, Little Feat to name just a few.

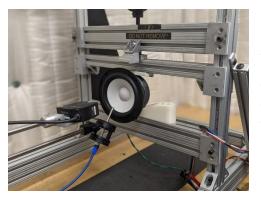
listenup.com

Tech Talk

The Northridge Center of Acoustic Excellence



A major advantage for HARMAN Luxury Audio engineers is the access to the world-class engineering resources at the Center of Acoustic Excellence in Northridge. This Tech Talk describes our amazing test facilities and guides you through the procedures which enable our acoustic engineering team to design best-in-class loudspeaker systems.



Step 1: Test the Transducer Linearity

Our acoustic parameter measurement system allows us to examine the linear small-scale movement and the large-scale displacement of loudspeaker transducers. The device under test is first secured on the vise and then a wide bandwidth signal at various levels is applied to it. A laser monitors the displacement of the driver while the analyzer measures transducer voltage and current during the test. In addition, a microphone measures the frequency response.



Some of the important test results are:

1. Thiele/Small values for enclosure design (Thiele/Small parameters - Wikipedia)

2. Motor flux change from rest position

Go to Page 10: Large Signal Identification (LSI) (klippel.de)

3. Compliance change with displacement from rest position

Go to Page 10: Large Signal Identification (LSI) (klippel.de)

4. Voice coil inductance change versus excursion

Go to Page 11: Large Signal Identification (LSI) (klippel.de)

5. Multi-Tone distortion

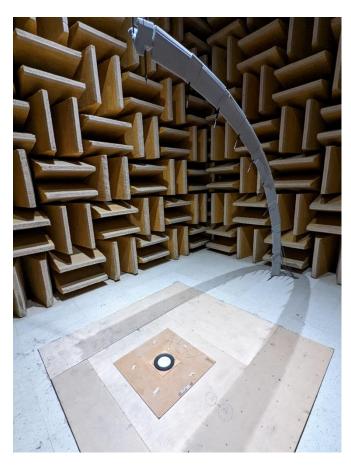
Multi-tone Distortion (klippel.de)

6. Transducer temperature change over time

Go to Page Page 11: Large Signal Identification (LSI) (klippel.de)

7. Nearfield measurement of transducer

Near Field Measurement (klippel.de)



Step 2: Half Space (2pi) Measurement Chamber

A 2 pi (half space) chamber is a critical space for performing accurate 'echo free', measurements of transducers and architectural in-wall systems.

Our half space chamber walls measure 18' L x 18' W x 17' H. The walls and ceilings boundaries are completely lined with 1.5-foot commercial fiberglass wedges, to effectively absorb reflections above 100 Hz. The floor has cut outs for all sizes of transducers and in-wall enclosures. This set up provides reflection and diffraction free, repeatable measurements. Above the floor we installed an array of 10 microphones which processes the frequency response measurement sweeps from 0 to 90 degrees.

The device under test is mounted in the corresponding fixture flush on the floor. The microphone array processes the measurements for a thorough frequency response and distortion analysis.

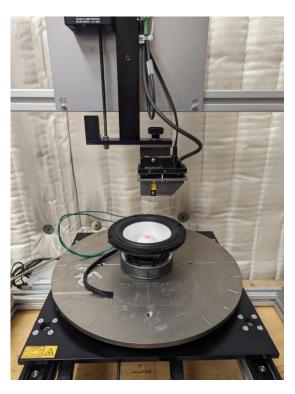
Step 3: Cone Vibration Analysis

Our powerful scanning vibrometer enables us to 'map' the surface of the transducer cone and examine the vibrational performance at any frequency. The device under test is mounted on a rotating platform and the laser moves to multiple positions. This test is performed over an extended period. Upon completion, any specific frequency can be retrieved from the collected data. Ideally, the loudspeaker cone should move as a solid unit and not bend or "break up" in its operating range. Now any related issue can be identified and solved by the engineering team.

Technical information can be found here:

AN_31_Cone_Vibration_and_Radiation_Diagnostics.

doc (klippel.de)



Step 4: Full Space (4 pi) Large Measurement Chamber



A loudspeaker system emits sounds in a spherical pattern. Therefore, to capture the true measurements of a full range loudspeaker system, a large "echo-free" room, called an anechoic chamber, is required. In addition, the loudspeaker and measuring microphone must be distanced from associated boundaries.

Our large 4 pi (full sphere) anechoic chamber steel isolation shell measures 25' L x 19' W x 19' H. The boundaries are completely lined with 4-foot deep, commercial high density fiberglass wedge acoustic absorbers.

The loudspeaker is placed on a pedestal, which can rotate to any required off-axis angle remotely by computer commands. High resolution measurements for crossover design and finished system analysis can be performed.

Conclusion

It takes a large financial investment and a lot of real estate in providing the tools to be able to engineer great loudspeaker systems. The engineering team at Luxury Audio is fortunate to have these tremendous assets at our disposal.

Training Tips HDMI 2.1 Training Going Live This Month



By James Todd Senior Global Product Line Manager

Late last year we announced that there would be a HDMI 2.1 upgrade available for our current range of AV receivers and processors from ARCAM and JBL Synthesis. We also announced new models that include this technology right out of the box. The first question you might have rightly asked is "What the heck is HDMI 2.1?" or "Why do I need that?" Well, our next lesson will answer all questions you might have.

When working constantly in the ever-evolving field of technology, it is sometimes hard to be excited for iterative technology improvements, and the HDMI spec creeping from 2.0 to 2.1 is probably not going to get anyone excited on its own. But when you drill down, there is more to it than the 8K resolution headline. It actually opens up a significant opportunity for the application of a home cinema as a general media and entertainment space in the home. With wider use a home cinema has more value to those who choose to invest in one.



The next generation of games consoles have been out for a year and they would not be possible without HDMI 2.1. The gaming industry was last year larger than the music and movie industries combined, and so the fact that these consoles remain in short supply a full year after launch should not be a surprise. The inclusion of HDMI 2.1 enables ARCAM and JBL Synthesis products to provide an immersive lift in audio performance for gamers, a big upgrade on headphones and TV speakers that are typically used. So please take a look at this lesson and see how HDMI 2.1 can help explore new opportunities and give your customers a more handson demonstration experience.

Solutions Center Updated Customer Service Process Addresses Emerging Needs and Future Expansions



By Stefan Happe - Customer Service Manager

The customer service experience in the luxury audio market of the past was defined as a unique relationship between the dealer and the luxury audio enthusiast. New product investments and simple troubleshooting of issues were discussed directly between the local specialist and the customer. As the supplier of the products, we were only consulted if the issue was too complex and needed to be escalated, or if something needed to be repaired. This process worked very well, and changes affected this market segment only marginally and slowly.

Over the last couple years however, the world changed. The global pandemic kickstarted a new way of business in the luxury world. The very personal local business of the past moved more and more online for convenience and safety. In addition, the technology moved forward, too. In the past, very classic amplifier designs and local source players were the staple of the luxury audio market. Now the move is to fresher amplifier innovations, like digital or Class G. Source players now include streaming and larger home networks with dedicated audio servers. With luxury home cinema products these new influences go even further, adding many new audio and video formats which makes updating a receiver more and more complex. This increased complexity puts the local store owner at a disadvantage most of the time, creating a shift in demand on the manufacturer to provide quicker and easier access to elevated customer support and service.

We are happy to announce that HARMAN has made a substantial investment into the Customer Service for Luxury Audio, and the first change you as our partner and user will encounter is our new 1st Level Support Team. We didn't reinvent the wheel here with this additional level of support. We looked at the successful steps and best practices our Consumer Division used to improve their accessibility and have incorporated these into our new process. Starting on Monday, May 23rd, we will be live with a new team of phone support agents taking your calls, guiding you through the basic fault finding, updating you on your parts orders or checking on a repair status.

Q: How much will the way I contact you change?

A: Not much at all.

You will be able to contact Customer Support via the same phone numbers as you do now.

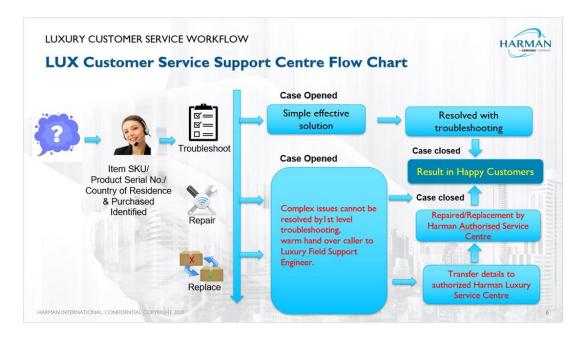
+44 1707 668 012 for the EMEA based line

1-888-691-4171 for the Americas based line

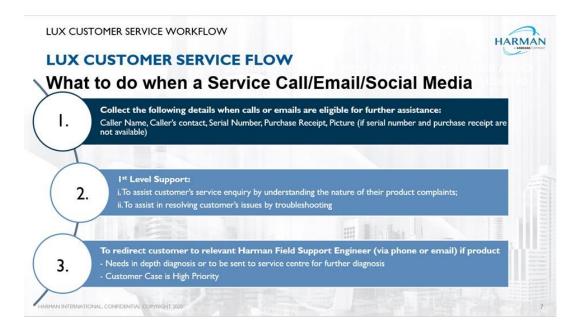
or via email at luxurysupport@harman.com

From 10am UK Time to 4pm Pacific Time

Here is a high-level view of the new process:



And a quick overview of the process if a call is received:



We know that you will agree that these are positive steps forward in the customer service process for HARMAN and there will more exciting improvements to follow. Later this year we will introduce a new web resource for all things Luxury Audio Customer Service. Stay tuned for more updates coming soon!

From the Audio Files

JBL 4305P Named "Best Powered Speaker" by Popular Science



The JBL 4305P was lauded as one of the Best Powered Speakers of 2022 by *Popular Science* and was awarded Best Overall!

Here are some quotes from the review:

"When it comes to high-res streaming, the 4305P takes quality to the next level, thanks to an integrated streaming engine that provides wired and wireless network audio capabilities via Ethernet, Google Chromecast Built-in, Apple AirPlay 2, and Bluetooth 5.1."

"With its pedigree and presence, the 4305P can look as at home flanking a mix console as it does facing your comfiest listening chair."

Read the entire article here.