

What a long, strange trip ...

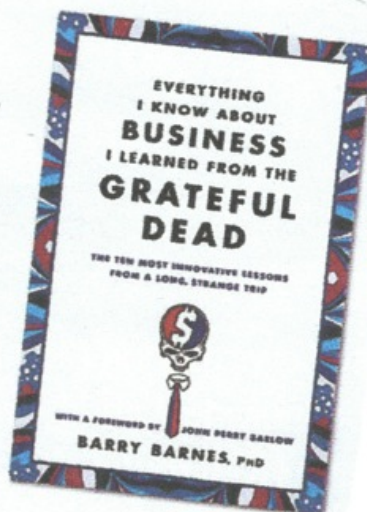
Apple's **Steve Jobs** wasn't the only genius who liked LSD. Guitarist **Jerry Garcia** and the rest of the Grateful Dead, who got their start in the so-called Acid Tests of the 1960s, are touted as marketing gurus in the just-published book *Everything I Know About Business I Learned From the Grateful Dead*.

"They created a unique business model," said author **Barry Barnes**, a professor of management at Nova Southeastern University in Florida and former Dead head.

According to Mr. Barnes, who attended 194 Grateful Dead concerts while earning his Ph.D., the band was a pioneer of customer relations, viral marketing and today's "freemium" model. Letting fans tape shows, for example, boosted ticket and merchandise sales.

"They didn't have a hit record until the 1980s, so they created a touring model," Mr. Barnes said, noting that in 1994, their last full year on the road, the Dead grossed \$53 million in concert revenue.

The book is dedicated to the late **Owsley Stanley**, an early patron of the band, who was known for mass-producing high-quality LSD. "Do I advocate [LSD] for corporate America?" Mr. Barnes said. "Hell no! But it worked for them."



—MATTHEW FLAMM