

4. Consumers don't necessarily read specs to learn about new features, but they'll always notice a new name.'

Like Apple, most consumer-centric companies deal with the dilemma of how to brand the next-generation of an existing product. Product upgrades make up the majority of corporate research and development activity. That's why Harvard Business School marketing professors John T. Gourville and Elie Ofek were surprised to find a dearth of academic research on the subject. 'There's a lot of research about new-product branding, but as best as we could tell, nobody had looked closely at the issue of how to brand a successive generation,' Gourville says.

5. Pathophysiology

The lungs and gastrointestinal tract have been demonstrated to be the only major organ systems that support SARS-CoV replication. After establishment of infection, SARS-CoV causes tissue damage by (1) direct lytic effects on host cells and (2) indirect consequences resulting from the host immune response. Autopsies demonstrated changes that were confined mostly to pulmonary tissue, where diffuse alveolar damage was the most prominent feature.

Pathologic slide of pulmonary tissue infected with severe acute respiratory syndrome– associated coronavirus. Diffuse alveolar damage is seen along with a multinucleated giant cell with no conspicuous viral inclusions. Courtesy of the US Centers for Disease Control and Prevention. Multinucleated syncytial giant cells were thought to be characteristic of SARS but were rarely seen. Angiotensin-converting enzyme-2 (ACE-2), being a negative regulator of the local rennin-angiotensin system, was

thought to be a major contributor to the development of this damage. The other mechanism was thought to be the induction of apoptosis. The SARS-CoV-3a and -7a proteins have been demonstrated to be inducers of apoptosis in various cell lines. Immunologically, SARS is characterized by a phase of cytokine storm, with various chemokines and cytokines being elevated.