

"Hyperspecialized services let almost any business tap new markets and expand far faster and at much lower cost."

"HOW DIGITAL INTEGRATION IS RECONFIGURING  
VALUE CHAINS," PAGE 50

## Contents

September–  
October 2025



50

### 39 Features

COVER ART  
HBR Staff using AI

#### 40 LEADERSHIP

### Now Is the Time for Courage

Five strategies to  
drive bold action  
amid uncertainty.  
*Ranjay Gulati*

#### 50 OPERATIONS & SUPPLY CHAIN MANAGEMENT

### How Digital Integration Is Reconfiguring Value Chains

Lessons from cloud  
kitchens and other new  
business models.  
*Antonio Moreno*

#### 60 TECHNOLOGY & ANALYTICS

### Addressing Gen AI's Quality- Control Problem

What Amazon learned  
when it automated the  
creation of product pages.  
*Stefan Thomke,  
Philipp Eisenhauer,  
and Puneet Sahni*

#### 68 LEADING TEAMS

### Every Team Needs a Super-Facilitator

That's the person who  
can integrate diverse  
expertise, promote  
equitable contributions,  
and cultivate trust.  
Here's how to develop  
this crucial skill.  
*Jamil Zaki*



76 **TECHNOLOGY &  
ANALYTICS**

## How Savvy Companies Are Using Chinese AI

They integrate it with  
Western systems to  
deliver real advantages.

*Amit Joshi et al.*

86 **ENTREPRENEURSHIP**

## The Founder's Final Act

How to hand over  
ownership—and  
burnish your legacy.

*Josh Baron et al.*

96 **BOARDS**

## Choose the Right CEO for Volatile Times

Don't play it too safe.

*Claudius A. Hildebrand,  
Kate Hurley, and  
Giovanna Galli*

104 **SALES &  
MARKETING**

## It's Time to Try Bundled Pricing

Packaging products  
together can appeal to  
inflation-weary consumers.  
And you don't need to  
discount as much as you  
may think.

*Rafi Mohammed*

114 **BUSINESS &  
SOCIETY**

## How to Counter Fake News

The traditional playbook  
is insufficient.

*Michael Etter et al.*

124 **INNOVATION**

## Why You Need Systems Thinking Now

It's the best way to anticipate  
the many secondary  
effects of change in an  
interconnected world.

*Tima Bansal and Julian  
Birkinshaw*

"For companies large and small, the  
strategic question is no longer whether  
to engage with China's AI ecosystem  
but how to do so effectively."

"HOW SAVVY COMPANIES ARE USING  
CHINESE AI," PAGE 76



**Our Commitment to Sustainability**

We're proud that the paper we use in our print magazine is certified under the Sustainable Forestry Initiative® program, meaning that it comes from responsibly managed sources and is a renewable resource.



**21  
Idea Watch**

New Research and  
Emerging Insights

**21 ENTREPRENEURSHIP**

**Why Startups  
Benefit When  
Big Investments  
Come Later**

A new study shows they lead to more-creative tech solutions. **PLUS** Brands must optimize for gen AI searches, the long-lasting effects of good managers, and more

**33 HOW WE DID IT**

**The CEO of Save  
the Children U.S.  
on Navigating  
a Sudden  
Funding Crisis**

The organization quickly moved from response to rebound to reform.  
*Janti Soeripto*

**135  
Experience**

Advice and  
Inspiration

**135 MANAGING  
YOURSELF**

**Why Aren't I Better  
at Delegating?**

Four challenges that keep leaders from focusing on critical work—and how to overcome them.

*Elsbeth Johnson*

**140 CASE STUDY**

**A Fast-Food  
Company  
Considers  
Dynamic Pricing**

It could boost margins. It could also alienate customers.

*Elie Ofek*

**146 SYNTHESIS**

**Chasing Longevity**

Can popular podcasters really help you live longer—and better?

*Daniel McGinn*

**152 LIFE'S WORK**

**Renzo Piano**



**Departments**

**16 FROM THE EDITOR**

**17 CONTRIBUTORS**

**148 EXECUTIVE SUMMARIES**

**“We couldn’t avoid or reverse this massive crisis, but we would stay calm, creative, and agile.”**

—JANTI SOERIPTO, CEO, SAVE THE CHILDREN U.S.