HBR FEBRUARY 2008

Departments

8 COMPANY INDEX

10 FROM THE EDITOR
Seeing Things
Amid the cacophony of business life, what's noise and what's a harbinger of the future? Part of our mission of improving the practice of management involves helping you see the future first.

17 THE HBR LIST
Breakthrough Ideas for 2008
Consumer-producers will be the bricks for building a peer-to-peer economy...Experts still solve certain problems better than computers or crowds do...Gen Y workers are drawn to jobs that compensate them for tasks, not time...Alternate reality games could become the new operating systems for real-world business...China's second-tier cities are an untapped mass market...and other thought-provoking ideas.

49 HBR CASE STUDY
The Corporate Brand: Help or Hindrance?
Chekitan S. Dev
Each of Lilypad's boutique hotels has its own sense of place and definition of customer experience. By putting greater emphasis on the corporate brand, the company could gain tremendous scale efficiencies and possibly increase guest visits – but does one brand really fit all? With commentary by Horst Schulze, Jill Granoff, Kevin Lane Keller, and Jez Frampton.

92 STRATEGIC HUMOR

111 BEST PRACTICE
The Biosphere Rules
Gregory C. Unruh
Earth's biosphere provides a valuable model for companies interested in heeding the clarion call of sustainability.

119 TOOL KIT
Managing Demographic Risk
Rainer Strack, Jens Baier, and Anders Fahlander
The workforce is aging rapidly. When employees begin retiring in droves, many companies will face severe talent shortages. Managers need to pinpoint now where critical gaps will open – and prepare a strategy for closing them.

130 LETTERS TO THE EDITOR

135 EXECUTIVE SUMMARIES

140 PANEL DISCUSSION
Theory-Go-Round
Don Moyer
Embracing the latest management trend without knowing why it worked for others can be a giant mistake. Then again, what failed for someone else may be perfect for you.