

Departments

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10 FROM THE EDITOR

Continuous Improvement

One creative tension we feel at HBR is between timelessness and timeliness, and so we're constantly tweaking the magazine to better help you tackle your toughest management problems. With this issue, we launch an extensive improvement: a redesign of our departments.

18 FORETHOUGHT

Gear advertising not to media slots but to openings in consumers' lives...Why supervisors turn a blind eye when employees use company resources for personal projects... Making sure organizational knowledge gets to those who need it... "If you're not in control of your calendar, you're not in control"... Blue-collar workplaces are going green... Strengthening sales and marketing takes priority over cutting costs after a merger... Multinationals can do good and do well in even the poorest countries... Mentors are the key to entrepreneurial success... Keeping survivors around after the ax falls... Sophisticated graphs get people collaborating

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Will Our Customers Bail Us Out?

David Silverman

Midwest typesetter Clarinda Company is floundering. Will asking its customers for help keep the firm afloat—or sink it? With commentary by Jim Marsh, Rick Rickertsen, Richard Charkin, and Kimberly D. Elsbach.

51 DIFFERENT VOICE

The Science of Thinking Smarter A Conversation with Brain Expert John J. Medina

How can managers apply the latest advances in neurobiology to the workplace? Here we separate hype from insight.

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109 TOOL KIT

The Customer-Centered Innovation Map

Lance A. Bettencourt and
Anthony W. Ulwick

When companies understand that customers "hire" products, services, software, and ideas to get jobs done, they can dissect those jobs to discover the key to growth.

117 BEST PRACTICE

Marketing When Customer Equity Matters

Dominique M. Hanssens, Daniel Thorpe,
and Carl Finkbeiner

Thanks to a pioneering effort at Wachovia, there's now a way to measure the long-term impact of a proposed change in a company's marketing mix.

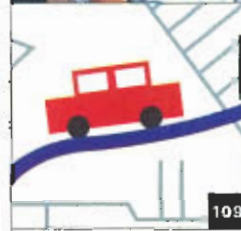
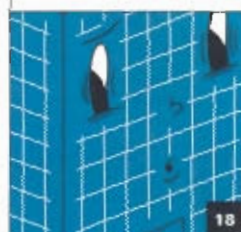
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A Silver Bullet Don Moyer

Examine your company's needs and capabilities before assuming that a specific technology can solve a business problem. This inside-out approach is your true magic weapon.



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58 Leadership's Online Labs

Byron Reeves, Thomas W. Malone, and Tony O'Driscoll

Multiplayer online games aren't just about keeping score among nerds who slay dragons. They're training scores of gamers to develop and refine leadership skills that today's real-world businesses need and that foreshadow how tomorrow's will operate.

68 Rebuilding the R&D Engine in Big Pharma

Jean-Pierre Garnier

Some believe that large pharmaceutical companies are dinosaurs doomed to be replaced by the nimble biotech sector. Not so, says the CEO of GlaxoSmithKline, but to reverse their recent decline, big pharma companies need to put power back in the hands of scientists.

78 When Winning Is Everything

Deepak Malhotra, Gillian Ku, and J. Keith Murnighan

Many high-profile business mistakes are the result of an adrenaline-fueled emotional state called *competitive arousal*. Learn what drives this win-at-all-costs mentality, when it is most likely to derail strategy and destroy value, and how to reduce – or even avoid – its pernicious effects.

90 How to Sell Services More Profitably

Werner Reinartz and Wolfgang Ulaga

Developing value-added services *once your products have become commodities* makes sense. But there are pitfalls in the process, as some leading corporations have discovered the hard way. Here are four straightforward steps for making your services business a success.

98 Strategy as a Wicked Problem

John C. Camillus

Some strategy issues aren't just tough or persistent; they're "wicked" – so tangled that they cannot be solved. They can be tamed, however, with the right approach.

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