SPOTLIGHT ON MAKING YOUR COMPANY DATA-FRIENDLY

64 Analytics 3.0 We're entering an era when data will enrich not just a company's operations but also its products and services. To prosper, organizations will need new capabilities, positions, and priorities. Thomas H. Davenport

74 How Google Sold Its Engineers on Management Through rigorous data mining, an analytics team proved that Google's managers really did add value—and pinpointed exactly how. David A. Garvin

84 Data's Credibility Problem Fifty years after the expression "garbage in, garbage out" was coined, we still struggle with data quality. The solution isn't more-advanced technology; it's better management. Thomas C. Redman

90 You May Not Need Big Data After All Most companies can improve their performance simply by using the data embedded in their core operating systems to inform day-to-day decision making. Jeanne W.Ross, Cynthia M. Beath, and Anne Quaadgras
THE BIG IDEA

The Focused Leader
Great leaders have learned to focus their attention in three ways: on themselves, on others, and on the wider world. Daniel Goleman

When Marketing Is Strategy
Customers and the market—not the factory or the product—now stand at the core of the business. This tilt downstream requires a rethink of the traditional principles of strategy. Niraj Dawar

Why Conglomerates Thrive (Outside the U.S.)
Business groups, which straddle numerous unrelated businesses, are flourishing in emerging markets. What gives them an edge over multidivisional companies? Their unique structure. J. Ramachandran, K.S. Manikandan, and Anirvan Pant

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Korn/Ferry's CEO on Transforming the Company in Mid-Crisis
Making acquisitions to expand its offerings—even during the downturn—paid off for the executive search firm. Gary Burnison

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How Emerging Giants Can Take on the World
They need a strategy for investing in innovation, operations, and brand management. John Jullens