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## About the Spotlight Artist

Xavier Veilhan was born in Lyon, France, in 1963 and lives in Paris. His sculpture, photography, and installations have been shown in group and solo exhibitions around the world since 2000, recently at the World Expo 2010 in Shanghai.

Acutely aware of his place in the history of art, Veilhan says he likes to make things himself and is influenced by nearly every movement. His life-size and oversize sculptures, such as a Ferrari-red rhinoceros, deal with the physical experience as well as the visual impact, arresting an audience with the perceived differences between the real and the representative.



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**ABOVE**  
Xavier Veilhan  
*The Big Mobile*  
2004, metallic structure, 25 spheres in PVC with diameters from 29.5" to 137.8", exhibition view, Art Gallery of Ontario, Luminato Festival, Toronto

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Find more tips on being productive. [hbr.org/spotlight/productivity](http://hbr.org/spotlight/productivity)

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Breaking news: The world actually isn't flat. Geographic, cultural, and political differences among markets matter, often quite a lot. Smart multinationals appreciate diversity and turn it to their advantage. *Pankaj Ghemawat*



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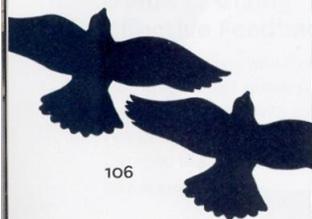
You don't need extensive experimentation and prototyping to identify very powerful business model innovations. *Karan Girotra and Serguei Netessine*



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"I decided to follow my instincts."

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