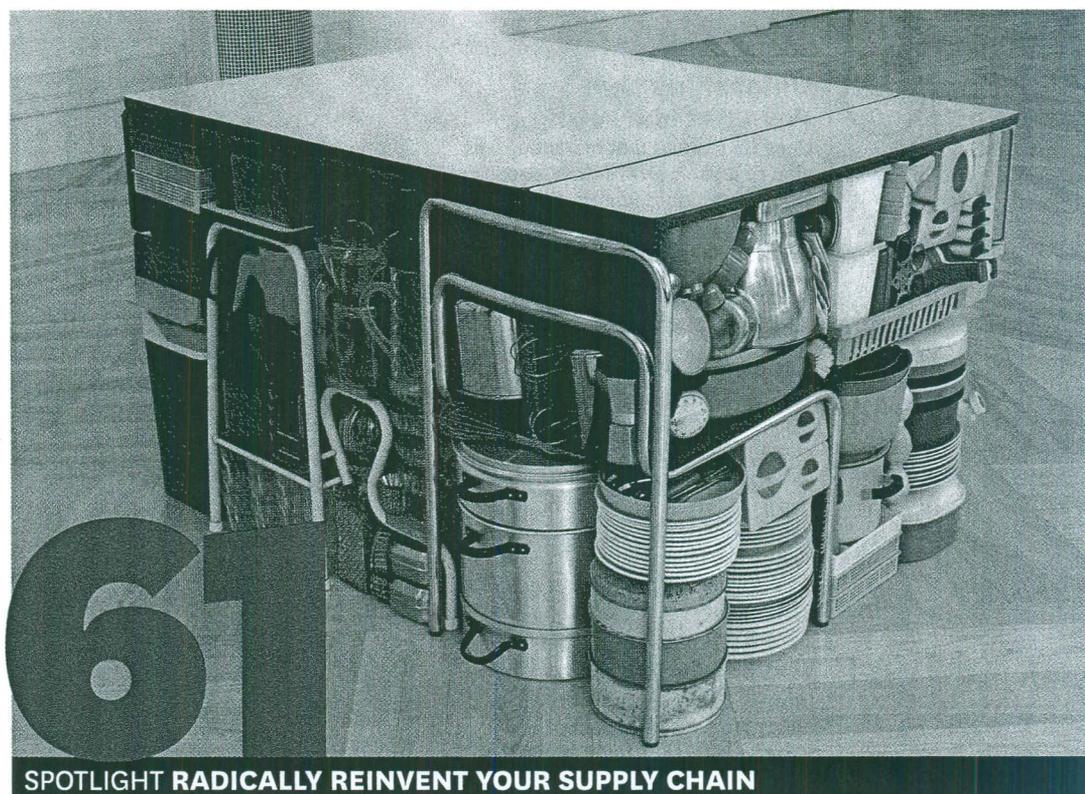
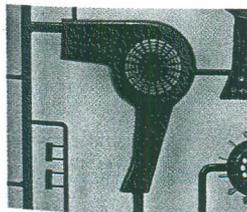




Contents

About the Spotlight Artist
 Michael Johansson was born in Trollhättan, Sweden. He received a BFA in 2004 from the Art Academy in Trondheim, Norway, and an MFA in 2005 from the Malmö Art Academy in Sweden. Johansson is intrigued by irregularities and coincidences in daily life and is drawn to combining familiar objects with new or unknown objects. By changing scale and context, ordinary objects become extraordinary. Johansson's work has been exhibited extensively in the Nordic region and internationally. He is currently living and working in Malmö.



61 SPOTLIGHT RADICALLY REINVENT YOUR SUPPLY CHAIN

62 Don't Tweak Your Supply Chain—Rethink It End to End When it comes to improving sustainability, small changes here and there can cause more harm than good. *Hau L. Lee*

70 The Sustainable Supply Chain The author of *The Fifth Discipline* and *The Necessary Revolution* talks about what it takes for an organization to transform its supply chain: innovative employees, collaborative relationships, and leaders who aren't necessarily the CEO. *An interview with Peter Senge by Steven Prokesch*

74 Is Your Supply Chain Sustainable? HBR readers share their insights.

76 The Transparent Supply Chain Where your products come from is everybody's business. How to tell the world about it is yours alone. *Steve New*

84 It May Be Cheaper to Manufacture at Home When faced with crucial supply chain decisions, try complementing traditional financial tools with a real options approach. The results may surprise you. *Suzanne de Treville and Lenos Trigeorgis*

ABOVE
 Michael Johansson
Rubik's Kitchen
 2007, kitchen table,
 kitchen equipment
 1.2 x 0.8 x 0.9 m

HBR.ORG
SLIDE SHOW
 Technological advances will let consumers see deeply into your supply chain. What will they find? hbr.org/spotlight/supply-chain

Features October 2010

52

THE BIG IDEA

Competing on Talent Analytics

Your top employees are often your greatest asset and your largest expense. If you want better performance from them, you'll do well to favor analytics over your gut instincts. *Thomas H. Davenport, Jeanne Harris, and Jeremy Shapiro*

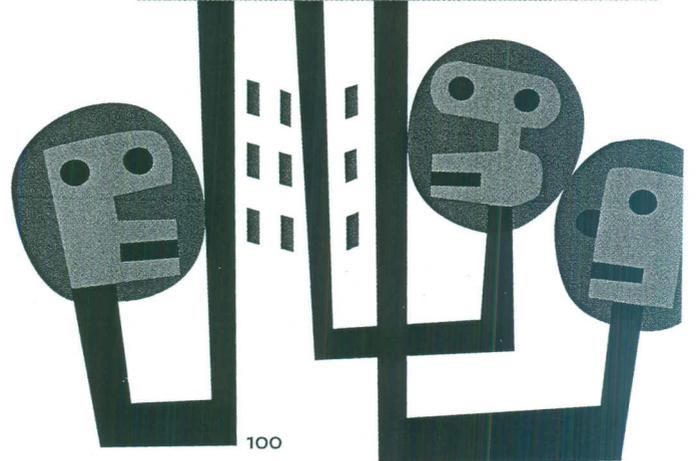


52

90

Unleashing the Power of Marketing

Once GE realized that marketing was vital to organic growth, the function's leaders set out to identify the skills they would need to win credibility and deliver results. *Beth Comstock, Ranjay Gulati, and Stephen Liguori*



100

100

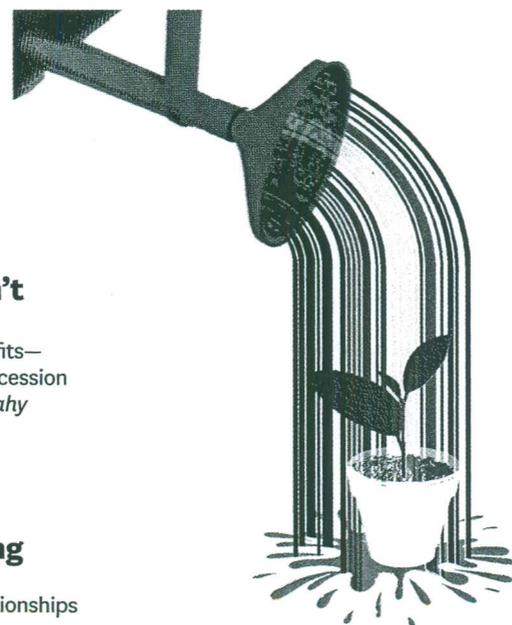
Building the Co-Creative Enterprise

By getting all their stakeholders—from employees to customers to suppliers—to participate in product and process design, a few pioneers are attaining breakthrough insights and developing brand new business models. *Venkat Ramaswamy and Francis Gouillart*

110

The Emerging Capital Market for Nonprofits

How new mechanisms for measuring and managing the impact of social enterprises could energize the nonprofit sector *Robert S. Kaplan and Allen S. Grossman*



HBR.ORG
Social entrepreneur Dan Pallotta shares his expertise on innovation in the nonprofit sector at blogs.hbr.org/pallotta.

47 HOW I DID IT

Xerox's Former CEO on Why Succession Shouldn't Be a Horse Race

A smooth transition has obvious benefits—and it may depend on starting the succession process surprisingly early. *Anne Mulcahy*



47

121 THE GLOBE

How French Innovators Are Putting the "Social" Back in Social Networking

Technology is changing consumer behavior, but it's still the human relationships that matter. *Larry Kramer*

90
Visualize marketers delivering results...

Departments October 2010

16 From the Editor
22 Interaction

27 Idea Watch

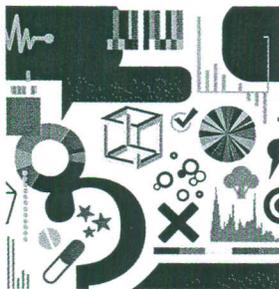
27 FIRST
Reading the Public Mind
Telephone surveys are on their way out, but newer methods are under fire. PLUS Collaborative consumption, open-sourcing strategy, and how social networks can move the market

36 DEFEND YOUR RESEARCH
Commercials Make Us Like TV More
Programs interrupted by ads earn higher ratings from viewers.

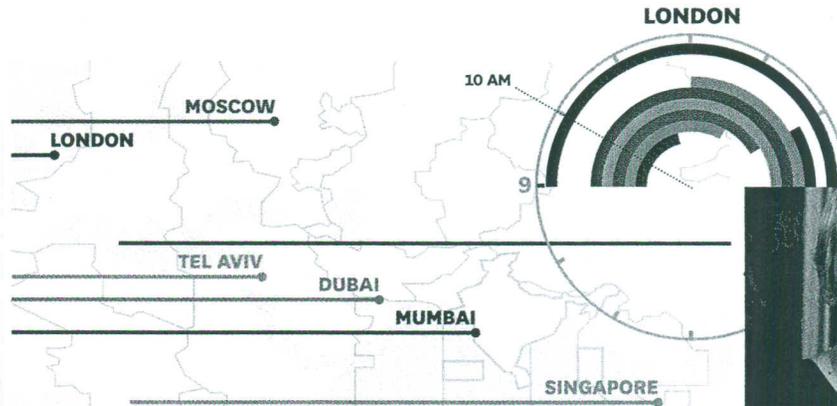
“ Respondents tend to be more truthful when answering computers.”
page 27

38 VISION STATEMENT
Why Mumbai at 1 PM Is the Center of the Business World
Planning the global conference call

40 STRATEGIC HUMOR
COLUMNS
42 Rosabeth Moss Kanter
Are you ready for the new era of end-to-end responsibility?
44 Hayagreeva Rao
Pirates in the 17th century were clear on the requirements of the captain's job.



What does the public want? page 27



How 12 major cities' workdays overlap page 38



Not easily categorized page 152

129 Experience

129 MANAGING YOURSELF
How to Save Good Ideas
John Kotter talks about the human dynamics that can threaten new ideas and offers rules of thumb for responding to the most common attacks. Interview by Jeff Kehoe

136 CRUCIBLE
Losing the Top Job—and Winning It Back
Getting fired from the company he'd built was a wake-up call for Michael Mack. Alison Beard

141 CASE STUDY
Setting Up Shop in a Political Hot Spot
A South Korean company could lower its labor costs with a plant in the North. But are the uncertainties worth the gains? Patrick Chun, John Coleman, and Nabil El-Hage

146 SYNTHESIS Reviews
148 EXECUTIVE SUMMARIES

152 LIFE'S WORK
Annie Lennox The four-time Grammy winner shares what drives her.

