THE BIG IDEA

Choosing the Right Customer
Smart companies don't use the term "customer" loosely. They choose precisely whom they will serve and build their strategy on that decision. Robert Simons

An Anthropologist Walks into a Bar...
An emerging approach called sensemaking uses the human sciences to illuminate the customer experience, giving companies transformative insights that big data and analytics can't provide. Christian Madsbjerg and Mikkel B. Rasmussen

Tiebreaker Selling
How nonstrategic suppliers can win over customers by helping them solve problems. James C. Anderson, James A. Narus, and Marc Wouters

The Boardroom's Quiet Revolution
Emerging practices at some stellar boards are improving managerial oversight. Richard D. Parsons and Marc A. Feigen

43 HOW I DID IT
Kering's CEO on Finding the Elusive Formula for Growing Acquired Brands
The parent company drives organic growth by helping its brands with leadership alignment, retail stores, logistics, and product development. François-Henri Pinault

107 THE GLOBE
Why China Can't Innovate
The intellectual capacity of the Chinese people is not the problem. Regina M. Abrami, William C. Kirby, and F. Warren McFarlan
From the Editor

Interaction

Idea Watch

23 MARKETING
Make Your Best Customers Even Better
Many companies could persuade their "superconsumers" to buy even more. PLUS How the U.S. urban subculture can boost sales abroad, and why fear of being different stifles talent

30 DEFEND YOUR RESEARCH
Anticipating Pain Is Worse Than Feeling It
It's better to just get it over with.

32 VISION STATEMENT
The Art of Commerce
The story of a royal trading company comes to life on an 18th-century stock certificate.

36 STRATEGIC HUMOR

COLUMNS
38 GAIL MCGOVERN
The power of emotion
40 DON TAPSCOTT
Will you join a global solution network?

Experience

112 MANAGING YOURSELF
Who Can You Trust?
Four principles for improving your capacity to judge others' trustworthiness. David DeSteno

117 CASE STUDY
When the Twitterverse Turns on You
Should an airline pull the plug on a social media contest that's generating negative tweets? Jana Seijts

122 SYNTHESIS
Moral dilemmas draw us into disaster stories. Andrew O'Connell

125 EXECUTIVE SUMMARIES

128 LIFE'S WORK
John Cleese The comic icon's take on the business of being funny