
SUBJECT INDEX

- A**
- A. T. Kearney, 408
- ABB, 631, 633, 637, 783, 789–790, 881, 1008–1009
- Abbott Labs, 99
- Absolut, 544
- Accenture, 1011, 1123
- Accor, 1011, 1018
- Acer, 1109
- Acquisitions. *See* Mergers and acquisitions
- Activision, 1113
- Advanced Micro Devices (AMD), 279–293
- Advanta, 751
- AES Corporation, 951–953
- Age-related employee issues, 986–1006; action steps for dealing with, 1003–1005; age distributions, 990–991; age homogeneity, 997–1000; age norms, 991–992; assessing impact of, 1000–1003; firm-specific nature of, 992; organizational definition by age factors, 987–988; organizational impact of, 994–996; organizational implications of, 996–997; origin of, 992–994; at TRW, 988–990
- Agouron Pharmaceuticals, 408, 409
- Air France, 515–516, 521, 948
- Airtouch Communications, 395–396
- ALCo. *See* American Locomotive Company
- Aldi, 481
- Algorithmics, 505
- Alliance-partner overlaps, 1060–1075; market (competition), 1062–1065; and performance assessment, 1070–1073; social (communication), 1068–1070; technical / resource (competencies), 1066–1068
- Allied Signal, 946
- Amazon.com, 486, 520, 524, 527–528, 683, 690, 691, 972, 1025, 1171
- AMD. *See* Advanced Micro Devices
- American Airlines, 610, 620–622, 624, 754, 1063
- American Express, 613, 961–962
- American Locomotive Company (ALCo), 65–66
- America West, 754
- Amoco, 966
- Amsterdam Power Exchange, 1181
- Amtrak, 620
- Amway, 602
- Analogical reasoning, 75–90; best practices in use of, 87–89; comparison of case studies, 81–82; and distant analogies for creativity enhancement, 81; and expertise, 79–80; false-transfer problem in, 78–79; inert-knowledge problem in, 79; as language of CEOs, 82–87; scientific studies of, 76–82; surface similarity problem in, 78
- Andersen Consulting, 712
- Anger management, 893–901; anger expressions as organizational signals, 899; causes of anger in organizations, 894–895; common anger cultures, 897–898; expressions of anger, 895–897; how anger is scripted, 893–894; for next generation managers, 899–901
- AOL, 389, 1137, 1150, 1152
- Apple Computer, 11, 338, 551, 667, 697, 1108
- Arabianranta city, 1090
- Arco, 992

Arthur Andersen, 8
 Asea Brown Boveri, 1044
 AT&T, 351, 353, 751, 949, 1150, 1152
 Atari, 1111, 1113, 1114
 Attention, focus of. *See* Global attention capability
 Auctions. *See* Online auctions
 Autobytel, 482
 Avis, 1185

B

Babson, 648
 Bain and Company, 719
 Bankers Trust, 1190
 Bank One, 532, 751
 Barclays Mercantile, 1003, 1006
 Barings Bank, 783
 Barnes & Noble, 484, 486, 690
 Baxter, 99–104, 1046
 Benchmark Capital, 704–705
 Ben & Jerry's, 767
 Bloomberg, 746
 Bloomingdale's, 619
 BMW, 1025
 BOC Gas, 1019
 The Body Shop, 11, 178
 Boeing, 67, 300–301, 1024
 Bombardier, 789
 Bonne Bell, 964–965
 Boston Consulting Group, 224
 BP, 490, 863, 866
 Branding, 174–185; aesthetic dimension of, 181–183; corporate, 549; emotional dimension of, 179–181; epic dimension of, 176–177; ethical dimension of, 178–179; leadership practice in, 183–185
 Brickboard.com, 566
 Bridgestone / Firestone, 229–230
 British Airways, 492–493, 757, 950, 951, 954
 British Satellite Broadcasting (BSB), 756
 Brooks Brothers, 405
 BSB (British Satellite Broadcasting), 756
 BT, 636
 Burger King, 618, 619, 623, 624
 Business expansion, strategies for: global management attention capability, 414–429; mergers and acquisitions, 393–413
 Business plans, 726–741; A-D-I-K-I framework for, 731–737; as due-diligence document, 731;

elevator pitch for, 729; executive summary in, 729–730; and founder–investor interactions, 737–379; length of, 727–731; writing of, 726–727

C

Cable & Wireless, 635
 Calvin Klein, 525
 Cambridge Incubator, 715
 Cantor Fitzgerald, 770
 Cap Gemini, 1012
 Career imprinting, 91–105; conditions for, 95–99; in practice, 99–102; and theories of leadership development, 91–95
 Casio, 1108
 Caterpillar, 467
 CBS Records Group, 626
 Celestica, 1025
 Celio, 518
 Cemex, 1009
 Central Guaranty Trust, 121
 Change management model (for HR), 903–919; adopting new behaviors, 915–917; assessing readiness for change, 910–913; determining desired end state, 909–910; initiating change, 913–915; stabilizing new behaviors, 917–918; stages of, 906
 Chaparral, 750
 Charles Schwab, 30, 532, 569, 692, 1024
 ChemConnect, 1172, 1181
 Chevron, 627
 Chrysler, 1040, 1041, 1088–1089, 1117
 Cisco Systems, 32, 160, 301, 669, 697, 983, 984, 1170
 Citibank, 635, 642–643, 751, 929, 931–935, 1024
 Citigroup, 25, 929
 CitiPower, 1193–1196
 Club Med, 525
 CMGI, 715
 CNN, 756
 Coca-Cola, 560, 566, 780, 876, 1090
 College of the Mainland, 966
 Comergent Technologies, 1035
 CommerceOne, 768
 Common glue. *See* Social capabilities, competing on
 Communication: across hierarchies, 111–113; in alliance-partner overlaps, 1068–1070; with customers, interaction with customers *vs.*, 517–518; with global workforce, 1013–1015; in networked business, 1031–1033; for virtual workplace, 168–169
 Compaq, 281, 290, 697, 1077, 1107–1108
 Competence(-ies): in alliance-partner overlaps, 1066–1068; for generative planning, 321–323; organizational, 294–312
 Competitive advantage, 248–252; from competing on social capabilities, 248–271; and definition of company, 251–253; and dynamics of competitive interaction, 272–293; external *vs.* internal approaches to, 249–251; in increasingly changeable environment, 333; as matter of beliefs, 361–362; of networked enterprises, 1025; and organizational competence, 294–312; with Six Sigma / design for Six Sigma, 229–247
 Competitive interaction. *See* Dynamics of competitive interaction
 Complaints. *See* Customer complaints / criticism
 ComplaintStation.com, 561, 563
 CompUSA, 33–34, 569
 CompuServe, 1137
Consumer Reports, 554
 Consumerreview.com, 555, 563
 Continental Airlines, 843, 944–945, 955
 Cooking.com, 486
 Coopers & Lybrand, 402, 882
 Corporate culture. *See* Organizational culture
 Corporate entrepreneurship, 775–792; and availability of capital for new projects, 790; defining, 776–777; and delegation of responsibility for ideas, 789–790; in ethnocentric multinationals, 778–780; executive roles fostering, 785–791; in geocentric multinationals, 782–784; head

- office role in, 788–789; internal brokers for, 791; in polycentric multinationals, 780–782; in subsidiary manager role, 786–788
- Corporate renewal, 941–955; cognitive thrust of, 945–948; emotional thrust of, 948–951; hierarchy of thrusts in, 954–955; instrumental thrust of, 943–945; moral thrust of, 951–954
- Covisint, 766
- CRM. *See* Customer relationship management
- Culture. *See* Organizational culture
- Customer complaints / criticism, 553–568; corporate responses to, 563–568; customer needs *vs.*, 459; online forums for, 554–568; and success of online sites, 560–562
- Customer equity: building, 605–611; managing, 611–614; understanding, 600–605
- Customer experience, 539–552; and branding, 541; building organizations oriented to, 551–552; coping with complaints / criticism, 553–568; emotion-based persuasion, 584–595; and experiential marketing, 541–543; framework for managing, 543–546; managing, over product life cycle, 550–551; strategic management issues with, 546–550; and traditional marketing, 540–541. *See also* Customer relationship management
- Customer interface, 492–506; building blocks of, 497–506; customer value as starting point of, 493–494; defined, 494–497; identification activities in, 498–501; image activities in, 501–502; imagination activities in, 504–506; integration activities in, 502–504
- Customer management, 453–455; designing supply / distribution channels, 616–629; for global accounts, 630–644; strategic, 599–615. *See also* Customer relationship management
- Customer need(s), 459–472; for cocreation, 480, 489–490; for convenience, 480–483; customer complaints *vs.*, 459; of external customers, 460–461; for feeling of being at ease, 480, 483–485; of internal customers, 460; for personal recognition, 480, 485–487; process for understanding, 461–465; quality function deployment for definition of, 465–472; for self-expression, 480, 487–489; utility, 478–481
- Customer relationship management (CRM), 473–491, 569–683; avoiding traps in relationships, 507–522; building customer interface, 492–506; building information foundation (phase 2), 577–578; in customer-relationship pyramid, 477–490; defined, 570; developing / prioritizing tailored customer offerings (phase 3), 578–580; developing strategic role of customer information (phase 1), 574–577; executing through front-line systems (phase 4), 580–581; lessons learned in, 581–583; online, 523–536; phases of, 572–574; strengthening, 473–491; systems for, 570–572; understanding customer needs, 459–472
- Customer-relationship pyramid, 477–490; cocreation need (level 6) in, 480, 489–490; convenience need (level 2) in, 480–483; “feeling-at-ease” need (level 3) in, 480, 483–485; personal-recognition need (level 4) in, 480, 485–487; self-expression need (level 5) in, 480, 487–489; utility need (level 1) in, 478–481
- Cyrix, 280, 282, 283

D

- Daimler, 1117
- Daimler-Benz, 549
- DaimlerChrysler, 526, 765–766, 770, 1117
- Dana Corporation, 1117
- Datafusion, 88
- David Jones, 1183
- DEC, 309, 335
- Dell Computer Corporation, 11–13, 290, 301, 481, 495, 659, 667, 684, 746, 750, 753, 785, 972, 1034–1035, 1077, 1118, 1170
- Delphi Automotive Systems, 467, 1117
- Delta Airlines, 754, 950, 1063
- Design for Six Sigma (DFSS), 231–232; for business transactions, 242–244; effective application of, 241; for engineered products, 245–247; for manufacturing processes, 244–245; overview of, 236–239; reasons for using, 239–241; Six Sigma *vs.*, 236. *See also* Six Sigma
- Destructive self-confidence, 56–71; and CEO as Chief Innovating Officer, 69–70; and excessive self-confidence, 63; guarding against, 66–69; and inertia, 65–66; and refusal to accept being wrong, 63–64; and refusal to listen to others’ views, 62; at Schwinn Bicycle Company, 57–64, 66; and “walk on water” syndrome, 64
- Deutsche Telekom, 749–751
- DFSS. *See* Design for Six Sigma
- Diageo, 781
- Digital, 372
- Disney, 570, 678
- Disneyland, 658
- Disneyland Paris, 518–519
- Distribution channels. *See* Supply and distribution channels
- DivineInterventes, 715
- DMAIC, 10, 235, 243. *See also* Six Sigma
- Dow Chemical, 167, 1024
- Dreyer’s Grand Ice Cream, 35–37
- DSM, 1181
- DuPont, 671, 755, 969
- Dutch National Gas Corporation, 349–351
- Dutch Postbank, 349–350
- Dutch PTT Post, 353–354
- Dynamics of competitive interaction, 272–293; analyzing, 276–279; and identification / selection of competitive actions, 284–288; in megahertz war, 286, 289–291; in microprocessor wars, 279–284; as tension between market characteristics, 273–276

E

- EarthLink, 1150
 Eastman Chemical, 353
 Eastman Kodak, 353
 EasyCar, 752
 EasyJet, 508, 746
 eBay, 698, 704, 1025, 1170–1171, 1180
 E-business platform, 1183–1198;
 CitiPower case study, 1193–1196;
 dimensions of, 1186, 1187;
 linking vision and transformation to, 1196–1198;
 organization level of, 1189–1191;
 people level of, 1191–1192;
 suppliers level of, 1192–1193;
 technology level of, 1186–1189
 EDS, 353, 408, 767, 1080
 Egg, 566
 EHatchery, 715
 Elcoteq Network, 1081
 Electrocomponents, 1185, 1192
 Electrolux, 638, 783
 Elemica, 1181
 Eli Lilly, 968
 Emotions: as branding dimension, 179–181;
 in corporate renewal, 948–951;
 emotional contagion processes, 118;
 and human-resources management, 888–889;
 leadership commitment based on, 9–11;
 persuasion based on, 584–595;
 positive *vs.* negative, 891–892;
 rationality of, 892–893
 Emotion-based persuasion, 584–595;
 acceptance of duality in, 591–594;
 age-group differences in, 586–588;
 cross-cultural differences in, 589–591;
 differential preferences for types of, 588–589;
 rational appeals *vs.*, 586–588
 Enron, 7, 8
 Entrepreneurs, 657–665, 682–694;
 action plans of, 660–662;
 customers as priority for, 663;
 dream and imagination of, 658–659;
 financing for, 697–711;
 and finding opportunity in problems, 663–664;
 genuine ideas of, 659–660;
 as intermediaries, 682–686, 693–694;
 motivations of, 653;
 performance characteristics of, 689–693;
 reasons for existence of, 686–689;
 social-welfare orientation of, 664;
 stereotypes of, 651–652;
 strategies for, *see* Entrepreneurial strategies;
 treatment of employees by, 662–663. *See also* Entrepreneurship
 Entrepreneurial judo strategy, 748–759;
 critical relationships in, 749–750;
 identity / legitimacy / image in, 755–757;
 installed customer base / compatible complementary products in, 752–753;
 interdependent activities in, 753–754;
 mass-market positions in, 750–751;
 plan of action for, 757–759;
 pricing / marketing procedures in, 751–752;
 sunk commitments in, 755
 Entrepreneurial management: and mind-set in multinational corporations, 775–791;
 for sustaining rapid growth, 793–808
 Entrepreneurial opportunities, 666–679;
 from changes in needs / preferences, 673–674;
 creation / earning of, 669–670;
 from emergence of significant changes, 671–672;
 forces / trends influencing, 670;
 as function of individuality, 674–679;
 from inefficiencies within systems, 670–671;
 from inventions / discoveries creating new knowledge, 672–673;
 source of, 668. *See also* Entrepreneurship
 Entrepreneurial strategies, 745–759;
 entrepreneurial judo, 748–759;
 exploratory, 746–747;
 new ventures strategy, 760–771;
 preemptive, 747
 Entrepreneurship, 647–654;
 business plans for, 649, 726–741;
 creative destruction in, 647;
 current popularity of, 667;
 defining, 681;
 globalization of, 648;
 and income disparity, 811–829;
 innovation *vs.*, 652;
 intermediaries in, 681–682;
 in multinational corporations, 775–791;
 nature of, 680;
 new wealth created by, 667;
 opportunities for, 651–652, 666–679;
 organization building in, 652;
 service-for-equity arrangements, 712–725;
 success strategy for new ventures, 760–771;
 for sustaining rapid growth, 793–808
 Epinions.com, 555, 563
 Equity, customer. *See* Customer equity
 Ericsson, 181, 635, 636, 780, 783, 784, 789, 1076, 1111, 1125
 Ernst & Young, 959
 ESPRIT, 1045
 E*TRADE, 33, 532, 611, 1025
 Eurostar, 512
 Excite@home, 1152
 Exxon, 778, 1087
 Exxon-Mobil, 966

F

- Fair Haven Community Health Center (FHHC), 122–123
 Family-friendly organizations, 956–970;
 knowledge of employees in, 963–965;
 leadership in, 961–963;
 making smart investments in, 961–967;
 partnerships in developing, 966–967;
 rethinking of work culture in, 965–966;
 return on corporate investments in, 967–970;
 strategic imperative for, 957–961
 Ferrari, 418–420
 FHHC. *See* Fair Haven Community Health Center
 Financevictims.co.uk, 562
 First Tennessee Bank, 962
 First USA, 751
 Flextronics, 1025, 1076, 1081, 1123
 Flower Auction Aalsmeer, 1178, 1179
 Ford Motor Company, 166, 230, 418, 420–421, 425–426, 499–500, 524, 549, 678, 766, 946–948, 967, 1024, 1040, 1041, 1117, 1119
 Foundries Holdings, Inc., 659
 Fox, 756
 France Telecom, 1009
 FreeMarkets, 1177–1178
 Fremap, 880
 Fujitsu, 281, 1080

G

- GAM. *See* Global account management

- Gateway, 290, 556–557
 GE. *See* General Electric
 GE Capital, 1090
 General Electric (GE), 10, 11, 19, 31, 203, 230, 238–239, 263, 323, 348, 398, 453, 467, 503–504, 678, 778, 783, 791, 843, 900, 945, 946, 950, 953, 1009, 1026, 1033, 1172
 General Motors Acceptance Corporation (GMAC), 578, 581, 766
 General Motors (GM), 223, 224, 335–336, 353, 503, 524–526, 549, 683, 778, 965, 1031, 1040, 1041, 1117–1119, 1124
 Generative planning, 317–332; competencies required for, 321–323; inclusion concept in, 320–321; methods / timing / focus in, 323–324; at New York Botanical Garden, 325–332; personnel involved in, 317–319; and pitfalls of inclusion, 319; role of leaders in, 324–325
 Genzyme, 101, 102
 Gerber, 502
 Giant Bicycle, 59–61
 Global account management (GAM), 630–644; critical success factors in, 643–644; day-to-day infrastructure / systems for, 640–643; designation of global accounts, 633–636; effectiveness of, 643; identifying objectives / benefits of, 631–633; organizational structure for, 636–640
 Global attention capability, 414–429; and challenges in “getting it right,” 427–429; and characteristics of managerial attention, 417–418; differences in, 418–423; practicing art of, 423–427
 Global workforce, 1007–1020; career management with, 1015–1020; communication with, 1013–1015; consistency and diversity in, 1010–1013; coordination of, 1009–1010; factors for high performance of, 1010; spread of, 1008–1009
 GM. *See* General Motors
 GMAC. *See* General Motors Acceptance Corporation
 GoldMine Software, 963
 Goodrich Corporation, 980
 Grameen Bank, 659
 Grand Metropolitan, 407
 Greenpeace, 560
 GSK, 783
 GTE, 423
 Guinness, 503
 GW, 862
- H**
- Hallmark Cards, 544
 Handspring, 1109, 1110
 Harley-Davidson, 488, 545
 Harrah’s Entertainment, 569, 578
 Harvard Business School, 224
 Harvard Business School (HBS) Publishing, 513–514
 Health Scope Direct, 997
 Healthy Choice, 530
 Heineken, 1011
 Herman Miller, 971, 1025
 Hewlett-Packard (HP), 281, 290, 637, 758, 779, 784–785, 789, 791, 863, 868, 1024, 1077, 1081, 1118
 Hilti, 500, 880–881
 Hitachi, 778
 Home Depot, 68, 500, 1024
 Honeywell, 842
Houston Chronicle, 966
 Howto.complain.com, 562
 HP. *See* Hewlett-Packard
 Human-resources management (HRM), 887–902, 920–937; agility / flexibility in, 921–924; and anger in workplace, 893–901; change management model for, 903–919; Citibank case study, 929, 931–935; coordination flexibility in, 924–930, 933, 935; emotions in, 888–889; Kraft Foods case study, 924–930, 933, 935; and machine-age organization theory, 890–891; and new age organization theory, 891; and positive *vs.* negative emotions, 891–892; and rationality of emotions, 892–893; resource flexibility in, 929, 931–935
- I**
- IBM, 279, 281, 290, 335, 348, 362, 671, 734, 843, 844, 921, 966, 978, 992, 996, 1005, 1024–1026, 1034, 1109, 1115, 1125, 1185, 1187
 ICI, 426
 ICTO, 1045
 IDDOV, 243–244
 Idealab!, 715
 IDEO, 39
 IKEA, 578–579
 Image(s): branding, 174–185; customer interface activities related to, 501–502; in entrepreneurial judo strategy, 755–757; leadership, 142–156, 209–212
 Implicit contracts, 564
 Income disparity, 811–829; and acceptance of failure, 822–823; and attitude toward work, 819–820; and availability of equity capital, 823–824; and celebration of role models, 821–822; and expectancy theory of entrepreneurialism, 816–817; and individualism, 818–189; model of entrepreneurial activity and, 814–816; and outcomes of entrepreneurship, 824–825; and pursuit of entrepreneurship, 812–814; and social mobility, 817–818; societal antecedents of, 817–824
 Information technology (IT): alignment of business enterprise and, 1157–1168; metanetworks, 1105–1127; MOBIT, 1090–1102; technological mediation, 1128–1156; for virtual organizations, 170
 Information-technology (IT) alignment, 1157–1168; in building-materials manufacturing, 1159–1161; in computer industry merger, 1165–1167; in decentralized biochemicals enterprise, 1161–1165; goal of, 1158; lessons learned in, 1167–1168
 Infotech, 954
 Injuryboard.com, 562
 Innovation, 39–55; business federation form for, 46–51; and development of dual organizational principles, 45–46; health care company case

- Innovation (*continued*)
 history of, 41–43; leaders' role in fostering of, 43–44; managing, 39–41; and mechanisms for enduring progress, 54; in staffing function, 971–985; strategy facilitating, 51–53
- Insurance-complaints.com, 562
- Intel, 275, 279–293, 372, 556–558, 564–565, 623, 661–662, 778–780, 790
- Interface with customers. *See* Customer interface
- Internet, 166, 377–390; global strategy for recently-established firms on, 378–381; implications of, for established multinationals, 381–390; online auctions, 1169–1182; online complaint forums, 554–568; online customer relations, 523–536; and technological mediation, 1128–1156. *See also* Networked business
- Internet Capital Group, 715
- Intuit, 494, 502, 602, 843
- IT. *See* Information technology
- IT alignment. *See* Information-technology alignment
- ITT, 353
- J**
- J. D. Edwards, 684
- J. P. Morgan, 1011
- Jabil Circuit, 1076
- JESSI, 1045
- Johnson & Johnson, 962, 1024
- K**
- Kansas Insurance Department, 966
- KHOU-TV, 966
- Kidder Peabody, 783
- Kleiner Perkins Caufield and Byers, 705
- KLM, 354
- KLM Distribution, 1175–1176
- KPMG, 1124
- Kraft Foods, 867, 924–930, 933, 935
- Kraft Jacob Suchard, 924–928
- L**
- Lands' End, 964, 965
- Leadership, 7–21; by analogy, 75–90; and branding, 174–185; career imprinting and development of, 91–105; definitions of, 200–202; and destructive self-confidence, 56–71; by doing, 109–123; effective, 7–21; emotional commitment in, 9–11; failed, 3; and grassroots education opportunities, 18–20; and hiring of best talent, 14–15; honesty in, 8–9; images, leadership, 142–156; to improve performance, 124–141; and innovation, 39–55; managing images of, 142–156; merchandising of, 200–219; organizational culture as tool for, 22–38; and positive workplace challenges, 15–20; of self-managed teams, 186–199; teaching role in, 3–4; theories of development of, 91–95; “think different” strategy for, 11–12; timely actions in, 12–13; in virtual workplace, 159–173
- Leadership images, 142–156; in followers' minds and media, 146–148; importance of, 143–145; organizational change and management of, 148–154
- Leading by doing, 109–123; and affective commitment to organization, 117; for better communication across hierarchies, 111–113; difficulties in, 118–122; and emotional contagion processes, 118; genuine ties with employees created by, 115–116; health care industry example of, 122–123; management-by-wandering-around *vs.*, 110–111; for managerial learning about organization, 113–115
- Learning: commitment to, 3–4; through career imprinting, 91–105; through leading by analogy, 75–90
- Lockheed Martin, 986, 1006
- Long-term customer value, 599. *See also* Customer equity
- Lucent, 779
- M**
- Magnavox, 1111
- Management: of anger, 893–901; of beliefs, 361–365; of change, 903–919; of customer equity, 611–614; of customer experience, 543–551; of customer relationships, 473–491, 569–683; entrepreneurial, 775–791, 793–808; of global accounts, 630–644; human resources, 887–902, 920–937; leadership *vs.*, 212–214; and mind-set in multinational corporations, 775–791; of networked organizations, 1039–1059; of people, 860–883; of QFD process, 471–473; of strategic customers, 599–615; for sustaining rapid growth, 793–808; of talent, 839–859
- Management of networked organizations, 1039–1059; in automobile industry, 1040–1041; changing logic for, 1047–1051; leveraging interdependencies in, 1050–1057; model of partner relationship in, 1057–1059; pull forces in, 1043, 1045–1047; push forces in, 1042–1045
- Manpower, 683
- Maple Leaf Foods, 423
- Marks & Spencer, 405, 867, 921
- Mark-to-Future framework, 505
- Marriott, 575, 579, 963–964
- Matsushita, 778, 779
- Mattel, 1111
- May Department Stores Company, 619, 622
- Maytag Corporation, 1035
- Mazda, 488
- MBNA, 751
- MCA, 779
- MCC, 1045
- McDonald's, 542, 617–619
- McKinsey & Company, 295, 310, 619
- Medtronic, 264, 519–520
- Mellon Financial, 980
- Mercedes-Benz, 1119
- Merchandising of leadership, 200–219; “change” dimension in, 214–217; and exercise of *vs.* teaching about leadership, 217–219; and great-leader theory, 202–204; and image of *vs.* real leadership, 209–212; and leadership as industry,

- 204–209; and leadership *vs.* management, 212–214; and meanings of “leadership, 200–202; and two-factor theory of leadership, 214–215
- Merck, 310
- Mergers and acquisitions, 393–413; benefits and costs assessment of, 410–412; economies of scale with, 400–401; redundancy effects with, 397–400; resource / market complementarity with, 401–409
- Merrill Lynch, 970
- Metanetworks, 1105–1127; in automotive industry, 1115, 1117–1121; implications of, 1123–1127; and network-centric view of strategy, 1119–1120, 1122–1123; personal digital assistants, 1107–1112; video games, 1111, 1113–1116
- Metreon, 535
- Microsoft, 146, 362, 370, 544, 667, 669, 671, 683–685, 709, 734, 753, 778, 779, 790, 995–996, 1024, 1025, 1105, 1109, 1111, 1115, 1118, 1119, 1122, 1123, 1125
- MicroStrategy, 64
- Millworkers Incorporated, 1001
- MindSpring, 1150
- Miss Attitude, 986
- MIT, 678
- Mitsubishi, 1055
- MNFs. *See* Multinational firms
- Mobilcom AG, 749–751
- Mobile organizing using information technology (MOBIT), 1090–1102; for auction / entertainment services, 1094; and changes in organizations, 1095–1097; for distance education / training, 1094–1095; for efficiency promotion, 1098; implications of, 1100–1102; and information strategy of companies, 1097–1100; for inventory management, 1091–1093; and new mobile / wireless applications, 1091, 1092; for proactive service management, 1093–1094; for product location, 1093
- Monsanto Canada, 787–788
- Monster.com, 683, 974
- Morgan Motors, 418–419
- Morton-Thiokol, 229
- Motorola, 67, 238, 779, 1111
- MountainBikes Company, 57
- MSN, 1152
- Multinational firms (MNFs): cross-border risk management in, 388–390; entrepreneurial mind-set in, 775–791; global account management by, 630–644; global efficiency of, 381–383; and worldwide learning, 386–388
- N**
- Napster, 1025
- National City, 571, 575–576
- National Science Foundation (NSF), 1136, 1139, 1147, 1148
- National Semiconductor, 283
- NCR, 336
- Nedlloyd, 353
- Neiman Marcus, 619
- Nestlé, 780, 1013
- Netflix, 486
- Netscape, 370, 667, 697, 1105
- Networked business, 1023–1027; advantages of, 1025–1026; alliance-partner overlaps, 1060–1075; and change in deep structure of firms, 1025; digital technologies, 1090–1102; direct interaction in, 1034–1037; effective communication in, 1031–1033; management of, 1039–1059; power of, 1031–1038; trends in, 1076–1089; Web-based training process for, 1037–1038. *See also* Network strategy
- Networked economy: global strategy in, 377–390; value creation in, 361–376
- Network General, 697
- Network strategy: e-business platform, 1183–1198; metanetworks, 1105–1127; seamless IT alignment, 1157–1168; technological mediation, 1128–1156; value of online auctions in, 1169–1182
- NetZero.com, 1152
- News Corporation, 756
- New-venture finance, 697–711; angel investors, 701–702; early money in, 699–701; evaluation of ideas, 708–710; framework for analyzing new opportunities, 707–708; funding process, 705–707; professional venture capital, 702–705; venture capital, 697–699
- New ventures strategy, 760–771; importance of reputation in, 762–763; loyalty creation in, 766–769; measures of success in, 769–771; multiple stakeholders in, 763–764; reputation as constraint in, 764–766; stakeholder management in, 761–762
- New York Botanical Garden, 325–332
- Nextrom, 1086–1087
- Nike, 174–175, 177, 501, 525, 545
- Nintendo, 753, 1111, 1113–1115
- Nissan, 266–268
- Nokia, 111–112, 181, 551, 1076, 1081, 1089, 1111
- Nonprofit organizations, 433–449; application of strategy dynamics for, 443–445; case study of, 438–443; focus on performance objectives and resources, 436–438; public policy challenges for, 445–449; strategic resources for, 435–436
- Nordstrom, 26–28, 900
- Nortel Networks, 783, 866
- Novartis, 266–267, 783, 867
- NSF. *See* National Science Foundation
- NTT DoCoMo, 1111, 1122
- Nucor, 750, 755
- O**
- Olivetti, 877
- Omnexus, 1181
- 1-800-FLOWERS, 529
- Online auctions, 1169–1182; CEO role in, 1179–1181; for forecasting, 1176; modularization of product / processes for, 1174–1176; potential of, 1176–1179; reasons for, 1169–1173; of requirements *vs.* products, 1173–1174
- Online complaint forums, 554–568; buying guides, 554–555; corporate responses to, 563–

Online complaint forums (*continued*)
 568; critical-mass effects of,
 555–559; motivations of
 contributors to, 562–563; and
 sucks.com-type sites, 559–560;
 three A's of, 560–562

Online customer relations, 523–
 536; choice or deferral options
 in, 532–534; and consumption
 experience, 535–536; and
 converting browsers into
 buyers, 528–536; creating
 value in, 525–527; evaluation
 of alternatives in, 531–532;
 and information search, 530–
 531; need awareness in, 529–
 530; payment process in, 534–
 535; sustainable value creation
 in, 527–528; value proposition
 for, 524–525

Oracle Corporation, 559, 566,
 684, 779, 1185, 1187, 1197

Oral-B, 529–530

Organizational competence, 294–
 312; and existing competencies
 as “competency traps,” 301–
 309; in “7-S” framework, 295–
 296; as source of strategic
 advantage, 296–301; strategic
 implications of, 309–312

Organizational culture, 22–38;
 innovation as component of,
 28–31; leadership tools for
 managing / changing, 31–34;
 and pitfalls of leading through
 culture, 34–37; power of, 23–
 28; three Cs of, 37–38

Outsourcing, 1076–1077, 1079–
 1086; developments allowing,
 1079–1083; outcomes of,
 1083–1086

Ove Arup, 879, 880

P

Palm, 753, 1107–1110, 1115,
 1120, 1124, 1125

Panasonic, 1111

Parthenon Group, 718

People Express, 144

People management, 833–835,
 860–883; age-related issues in,
 986–1006; ambiguity of basic
 concepts in, 872–874; building
 back from the future for, 866–
 868; changing foundations of,
 872–883; contingency of well-
 established practices in, 875–

876; and corporate renewal,
 941–955; dualities of
 managerial thought in, 879–
 882; family-friendly
 organizations, 956–970; and
 financial performance of
 company, 861; and
 generational differences in
 work attitudes, 861; for global
 workforce, 1007–1020; guiding
 coalition for, 865–866;
 irreversibility of processes for,
 876–877; and modeling
 dynamics of vision, 870;
 staffing process transformation,
 971–985; and systemic nature
 of relationships, 877–879;
 systems map of organization in,
 869–870; talent-management
 system, 839–859; and tenets of
 human capital, 862–865; and
 understanding of current
 capability, 868–689; and war
 for talent, 861

PeopleSoft, 684

PepsiCo, 946

Persuasion, emotion-based. *See*
 Emotion-based persuasion

Pfizer, 1024

Philips, 348, 780

Philips Lighting, 870

Philips Semiconductors, 349, 350

Phillip Morris, 924

Pillsbury, 407

PlanetFeedback.com, 563

PlanetRx, 528

Polaroid Corporation, 524, 900

PowerAgent, 767

Powerway Inc., 765–766, 768, 770

Price Waterhouse, 402

PricewaterhouseCoopers (PWC),
 402–403, 408, 978

Procter & Gamble, 453, 549, 778,
 1046

Prodigy, 1137

Productopia.com, 554

Psion, 1108, 1110, 1111

PWC. *See* PricewaterhouseCoopers

Q

QFD. *See* Quality function
 deployment

Quaker, 900

Qualcomm, 1111, 1119

Quality function deployment
 (QFD), 244–245, 462, 465–

472; managing process of,
 471–472; overview of, 465–470

Quality strategy, 229–230. *See also*
 Six Sigma

R

Ralph Lauren, 488

Rapid growth, 793–808; bounded
 instability for, 801–808;
 constant change during, 793–
 796; instability imperative with,
 799–801; management
 paradox with, 796–799

Razorfish, 64

RBOCs. *See* Regional Baby Bell
 Operating Companies

RCA, 398

Redback, 768

Reebok, 525

Reflect.com, 536

Regional Baby Bell Operating
 Companies (RBOCs), 351–355

Renault, 266

Renewal: corporate, 941–955;
 strategic, 333–357

Ricoh Company, 971–972

Robert Bosch, 1117

Rockwell, 1117

S

Saab Training Systems, 880

Saatchi & Saatchi, 756

Safeway, 1185

Sainsbury, 1189

Samsung, 664, 1109

Sanding Tool Company, 1001

San Jose Bank, 966

SAP, 734, 1011, 1187

SAR, 684

Sara Lee Douwe Egberts (SLDE),
 781

SAS Institute, 751, 753–754

Saturn, 959, 965

Schwinn Bicycle Company, 57–64,
 66

SCI (Service Corporation
 International), 400

Seagram's, 423

Sears, 945, 946, 1113

Seattle Computer Products, 685

SeaWorld, 998

SE Banken, 637, 643

Securities and Exchange
 Commission (SEC), 704, 719

Sega, 753, 1111, 1114, 1115

Self-confidence, destructive. *See*
 Destructive self-confidence

- Self-managed teams (SMTs), 186–199; concerns about, 192–194; and development of team thinking, 188–190; increasing popularity of, 191–192; managers of, 194–199; and research findings about leadership, 186–188
- Sematech, 1045
- Sephora, 535
- Service Corporation International (SCI), 400
- Service-for-equity arrangements, 712–725; background of, 713–715; business models for, 715–716; financial / management effects of, 718–720; managerial implications of, 721–725; organizational effects of, 720–721; strategy / marketing effects of, 716–171
- Set-up-to-fail syndrome, 124–141; and behavior differences toward subordinates, 125–128; common objections to, 130–132; confidence loss in, 133–137; mechanical dimension of, 128–129; motivational dimension in, 129–130; preventing, 139–140; reversing, 137–139; self-fulfilling process in, 132–133
- Sharp, 1108, 1109
- Shell Oil, 403, 490, 566–568, 780
- Siebel Systems, 1026
- Siemens, 790
- Siemens-Aledart, 1084, 1085
- Six Sigma, 10, 11, 230–236; applications of, 231–232; for business transactions, 242–244; design for Six Sigma *vs.*, 236; overview of, 233–236; and QFD process, 467. *See also* Design for Six Sigma
- Skandia, 637
- Skoda, 1084, 1085
- SLDE (Sara Lee Douwe Egberts), 781
- Smart cars, 549–550
- SMTs. *See* Self-managed teams
- Social capabilities, competing on, 252–271; and best practice for building common glue, 259–271; and boundaries within company, 256, 257; and building strong common glue, 267–268; and “common glue” of company, 259–262; and corporate culture *vs.* common glue, 262–263; and development common glues, 264–267; and “femaleness” of social capability business paradigm, 268–269; and importance of common glue, 263–264; and knowledge within a company, 253–256; and social capabilities to cross boundaries, 257–259
- Solectron, 1025, 1076
- Sony, 52, 549, 626, 778, 1109, 1114, 1115, 1122, 1124–1126
- Southwest Airlines, 24, 27, 28, 484, 662, 746, 754, 761, 972
- Spirent, 781–782
- Sprint, 353
- Sprint Cellular, 353
- Staffing function innovation, 971–985; application of value metrics for, 980–984; by leveraging technology, 973–980
- Starbucks, 617–618
- Stata Corporation, 751, 753–754
- Steelcase, 1025
- Strategic customer management, 599–615; building customer equity, 605–611; customer equity in, 599–605; managing customer equity, 611–614
- Strategic planning, 315–332; generative planning process for, 317–325; at New York Botanical Garden, 325–332; origins of, 316; and process of change, 316; and renewal, 333–357; traditional *vs.* generative, 317, 318
- Strategic renewal, 333–357; chaotic form of, 345–346; dual trajectories of, 351–355; flexible form of, 343–345; framework for, 338–346; paradox of, 334–338; planned form of, 342–343; rigid form of, 341–342; single trajectories of, 347–351; in twenty-first century, 355–357
- Strategy(-ies), 223–226; competing on social capabilities, 248–271; demand for new concepts of, 225–226; and dynamics of competitive interaction, 272–293; entrepreneurial judo, 745–759; global attention capability, 414–429; global strategies, 377–390; growth of field, 224; mergers and acquisitions, 393–413; for new ventures, 760–771; for nonprofit organizations, 433–449; and organizational competence, 294–312; quality, 229–247; resource-based view of, 225; value creation in networked economy, 361–376
- Sucks.com, 559–560
- Sun Microsystems, 372, 667
- Super Bowl ads, 369
- Supply and distribution channels, 616–629; coordination problems with, 621–622; incentive problems with, 623; management challenge with, 627–629; to maximize size *vs.* share of pie, 617–620; source of problems with, 621; strategies to address problems with, 623–627
- Swatch, 549
- Symbian, 1125

T

- Talent-management system (TMS), 839–859; attracting talents, 842–843; benefits of, 840–841; elements of, 840; identifying talents, 851–859; keeping talents, 843–846; managing talents, 846–850
- Target, 972
- Taylor Instruments, 789
- Technological mediation, 1128–1156; challenges in, 1134–1135; in commercial Internet access, 1129–1146; defined, 1129; and early ISP market development, 1145, 1147–1148; hypothetical scenarios for, 1148–1149; lessons for strategies of, 1153–1155; opportunities for, 1131–1133; strategic responses in, 1133–1134; waves of change in, 1149–1153
- Tele Flower Auction (TFA), 1178–1180
- Telefónica, 1009
- Tesco, 483, 484, 1189
- Texas Instruments (TI), 489–490, 966, 975
- TFA. *See* Tele Flower Auction

Thermo Electron, 47–48
 30sixty, 997
 Thomson S. A., 398
 3Com, 558, 559, 1108–1110
 3M, 337, 575, 632, 637, 671, 783, 784, 789, 868
 TI. *See* Texas Instruments
 TiVo, 607
 TMS. *See* Talent-management system
 Toronto Hospital, 121–122
 Toshiba, 1115, 1118
 Toyota, 602, 778
 Traps in customer relations, 507–522; communicating to *vs.* interaction with customers, 517–518; database use, 515–516; expense of customer-relationship management, 518–519; focus on retention, 508–511; idea that every customer needs “relationship,” 511–512; inconsistency, 520–522; Internet use, 519–521; investment in information technology, 513–515; more emphasis on relationship than on customer, 508; seeing customer relations as only for big customers, 512–513
 Travelers Group, 929
 Travelocity, 1025
 Trilog Software, 843
 TRON, 1045
 TRW, 983, 984, 988–990, 992, 993, 1004

T3, 966

U

UAW (United Automobile Workers), 967
 Ubid, 1180
 UNCTAD (United National Conference on Trade and Development), 423
 Unilever, 780
 Union Carbide, 763
 Unisys, 353
 United Airlines, 754, 1063
 United Automobile Workers (UAW), 967
 United National Conference on Trade and Development (UNCTAD), 423
 UPS, 1090
 USX, 755

V

Value creation, 361–376; and belief management, 363–365; common knowledge and cognitive leadership in, 365–366; common knowledge and organization of firms, 372–375; in networked economy, 367–368, 375–376; and organization of consumption alternatives, 368–372; and role of beliefs in strategy, 361–362
 Vendex, 353
 Veriphone, 160
 Verizon, 560

Viacom, 17
 Virgin, 757
 Virtual organizations, 159–173, 1086–1087; communication in, 168–169; creating cohesiveness in, 171–173; employee empowerment in, 169–171; leadership characteristics required for, 164–173; technological support and know-how for, 166–167; traditional workplaces *vs.*, 163–164
 Visteon, 967, 1117
 ViStorm, 1185
 Vodafone, 395–396, 1009
 Volkswagen, 551, 790, 1078
 Volvo, 566, 576
 VW-Skoda, 1084, 1085

W

Wal-Mart, 301, 404, 678, 778, 1046
 Warner-Lambert, 408, 409
 Watson Wyatt, 969
 Wellington Insurance Company, 123
 Western Electric, 26
Which?, 554
 Wingspan, 532
 Wireless Flash News, 1090

X

Xerox, 372, 970

Y

Yahoo!, 389, 697
 Yahoo Auctions, 1180