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### Spring 2006

Volume 47, Number 3



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**Andrew P. McAfee**

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#### [How to Prevent Your Customers From Failing](#)

**Stephen S. Tax, Mark Colgate and David E. Bowen**

Research shows that customers make mistakes, too — which result in fully one-third of all service problems. This article offers a three-step approach to customer-failure prevention, with an eye toward improving product design and service delivery.

#### [Charting a Path Toward Integrated Solutions](#)

**Andrew Davies, Tim Brady and Michael Hobday**

To capture and retain savvy customers today, companies need to offer their prospects "integrated solutions": bundling value-added services with their products — or, in the case of service providers, supporting third-party products. See the blueprint for transitioning to integrated services.

#### [Are You Networked for Successful Innovation?](#)

**Polly Rizova**

Five out of 10 R&D projects are flops, three are abandoned before completion — and only two out of the 10 ever result in commercially successful offerings. Highly successful R&D projects exhibit four crucial factors that reinforce each other and help to insure success.

#### [Proven Practices for Effectively Offshoring IT Work](#)

**Joseph W. Rottman and Mary C. Lacity**

Can offshore outsourcing of IT capabilities deliver on its promises — decreased costs, better quality, quicker response times? The authors say yes, but organizations would do well to follow these 15 emerging best practices in dealing with offshore suppliers of IT.

#### [Finding Meaning in the Organization](#)

**Joe Raelin**

How can employees find meaning in their work — that transcends the often calcified "vision statements" handed down from above? Locate "meaning-makers" in your organization: managers who demonstrate the special gift of motivating others by articulating the essential purpose of the work at hand.

#### [Growing Negative Services](#)

**Ivor Morgan and Jay Rao**

Are you in the business of delivering "negative services" — related to events most people hope they will never have to face (home repair and health problems, for example)? Learn how to expand your business, overcoming the challenges posed by unpredictable demand and uninformed and unprepared customers.

#### [The 12 Different Ways for Companies to Innovate](#)

**Mohanbir Sawhney, Robert C. Wolcott and Inigo Arroniz**

Surprisingly, traditional visions of innovation — a "myopic" focus on R&D, for example — can lead to systematic erosion in competitive position. This article draws on case studies to show that it is, in fact, possible to innovate across any of 12 different dimensions in order to achieve competitive advantage.

#### NEWS

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#### IN CONTEXT

##### [Why Do Good?](#)

**William F. Pounds**

The utilitarian pursuit of individual self-interest is a powerful but unreliable spur to doing good. Businesspeople, managers and investors report they also act on the basis of intuition to define a broader sense of what is in their own, their company's and society's best interests.

#### IN PRACTICE

##### [Keeping Trade Secrets Secret](#)

**David R. Hannah**

More than \$50 billion in intellectual-property losses in a single year were reported by 130 Fortune 1000 companies. Many of the leaks of trade secrets can be avoided when managers recognize the common mistakes made in this arena.

#### OPINION

##### [How Business Education Must Change](#)

**G. David Hughes**

Schools have to emphasize information, innovation and integration.

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To find out how well you are serving your customers, ask your employees.

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Risk management helps people reach consensus and make better-informed decisions that lead to quantifiable results.

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Assessing the role of electronic product-recommendation systems.



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[Scenario Planning: A Tool for Strategic Thinking](#), Paul J. H. Schoemaker, reprint 3622

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