<table>
<thead>
<tr>
<th>CONTENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preface</td>
</tr>
<tr>
<td>About the Author</td>
</tr>
<tr>
<td>Chapter 1</td>
</tr>
</tbody>
</table>

**PART I  PLAYERS IN A TIME OF ECONOMIC CRISIS**  9

- Chapter 2     Walmart—A Winner  11
- Chapter 3     Procter & Gamble: An Old Strategy Is Found Wanting 31

**PART II  GREAT COMEBACKS**  43

- Chapter 4     Continental Airlines: Salvaging from the Ashes 45
- Chapter 5     Harley-Davidson: A Long-Overdue Revival 61
- Chapter 6     IBM: A Fading Giant Rejuvenates 77

**PART III  ENTREPRENEURIAL ADVENTURES**  97

- Chapter 7     Google—An Entrepreneurial Juggernaut 99
- Chapter 8     Starbucks—A Paragon of Growth and Employee Benefits Faces Storm Clouds 119

**PART IV  PLANNING**  137

- Chapter 9     Euro Disney: Bungling a Successful Format 139
- Chapter 10    Boeing: Miscalculations on a Worldwide Scale 157
- Chapter 11    Vanguard: Success in Taking the Road Less Traveled 179
PART V LEADERSHIP AND EXECUTION

Chapter 12 Hewlett-Packard Under Carly Fiorina, and After Her
Chapter 13 Southwest Airlines: “Try to Match Our Prices”
Chapter 14 Herman Miller: A Role-Model in Leadership
Chapter 15 Boston Beer—Can I Compete with the Big Boys?

PART VI CONTROLLING

Chapter 16 United Way: A Not-for-Profit Organization Also Needs Controls and Oversight
Chapter 17 Maytag: Incredibly Loose Supervision of a Foreign Subsidiary, Also, the Allure of Outsourcing
Chapter 18 MetLife: Poorly Controlled Sales Practices

PART VII ETHICAL MISTAKES

Chapter 19 DaimlerChrysler: Blantant Misrepresentation
Chapter 20 Merck’s Vioxx: A Catastrophe and Other Problems
Chapter 21 Ford Explorers with Firestone Tires: Ill Handling a Killer Scenario
Chapter 22 Conclusions: What Can Be Learned?
Index