Index

Page numbers in *italic* indicate Glossary items

3M 90, 193

acquisition-driven growth 350, 352-3 Adelphia Communications 279 advanced manufacturing technologies (AMTs) 149-51 advanced planning systems (APS) 130 AIG 253 Amazon.com 75 American Express 255 Apple 85 asset utilization 21 AT&T 226 automated guided vehicles (AGVs) 150 automated storage and retrieval systems (ASRS) 150 Avon Rubber 285 B2B (business to business) markets 101-2,111 B2C (business to customer) markets 101, 111 Bayer Group 197 benchmarking 57, 140 big pharma 111 blog (web log) 276, 279, 303-4 board of directors relationship with the CEO 362-3 relationship with the CFO 174-5 see also CGO (corporate governance officer) Body Shop 284 Boston Consulting Group portfolio matrix 85 Branson, Richard 350 British Airways 285

British Telecommunications 285 business intelligence applications, CMO role 75 business model, influence on the CMO role 77-8 business strategy see strategy business unit (BU) head, relationship with the CFO 173-4 see also strategic business unit (SBU) president Cadbury Report (1992) 256 CALPERS 252 CCO (chief communications officer) 275 - 307assessing the CCO role 301-3 business understanding and capabilities 297-8 change management skills 298-9 communication plan 292-5 company information on the Web 300 co-ordination of corporate communications 287-301 crafting a company story 289-92 crisis management 282 current challenges 284-7 evolution of the corporate communications function 282-4 focus on business strategy 287-301 functional integration matrix 292 - 3impact of the Internet 276, 277, 279 influencing skills 299-300 integration of communication with strategy 287-301

400

Index

401

mastering traditional communications methods 296-7 models of corporate communications 283 - 4online communications 276, 277, 279 range of job titles and definitions 285 - 6role in the CXO team 300-1 role of the CCO 275-8 scope of the job 278-81 skills and qualities required 280-1 skills and qualities required for the future 295-300 strategic communications imperative 287-301 strategic role for communications 276-8 CEMEX 217 CEO (chief executive officer) relationship with the CFO 174 relationship with the CMO 92-3 CEO background 331-46 challenges and pressures 332-5 daily agenda 331 designer role 336, 338-40 developmental roles for the top job 346 distinction from CXO roles 332 energizer role 336, 340-2 extent of job responsibilities 332-5 gap from CXO to CEO 346 influence on the company's culture 333 integrator role 336, 342-3 loneliness of the role 331-2 originator role 336, 337-8 protector role 336, 343-5 role perspectives 335-45 selection and management of the CXO team 332-3 strategic and operational responsibilities 333-4 time demands 331 CEO management of the top team alignment with the company's focus 387 - 8alignment with the company's sense of purpose 385

alignment with the strategic direction 386–7

balancing conflicting objectives 381 - 2composition of the team 378-9 factors affecting CXO power and status 379–81 informal hierarchy in the team 379-81 narrow thinking and dogma 382-4 'pecking order' in the team 379-81 practical challenges 377-88 wealth creation challenge (summary) 391-9 CEO tasks 348-64 acquisition-driven growth 350, 352-3 balancing the tensions 363-4 cost-cutting programmes 354-6 cost issues 353-7 creating a proactive culture 357-61 evolution of the CEO role 349-50 external issues 361-3 growth issues 350-3 internal issues 357-61 internally generated growth 350-2 mobilizing front-line employees 359-61 mobilizing the CXO team 358-9 outsourcing internationally 356-7 working with the board 362-3 CFO (chief financial officer) 161-81 assessing the CFO role 180-1 capital optimization 165-6 communication skills 175, 178, 179 delegation and teamwork 171-3 efficiency and effectiveness 169-71 evolution of the finance function 162 - 5fiduciary role 168 financial infrastructure 168 future of the CFO role 176-9 General Motors financial model 162-5 leadership qualities required 177-9 leadership role 169-73 performance emphasis 171-3 performance measurement 168 provision of direction and focus 169-71 purpose of the CFO 165-9 recruiting and developing people 171 - 3relationship with the board of directors 174-5

402

Index

CFO (chief financial officer) (cont.) relationship with the business unit (BU) head 173-4 relationship with the CEO 174 relationship with the CIO 175 relationship with the CMO 91 relationship with the CSCO 135 relationship with the CSO 108 relationships with other CXOs 175 return on investment concept 163-4 role during difficult times 178, 179 role of the CFO 161-5 shared services concept 176 shareholder value concept 164 shareholder value creation 165-6, 169 value-added activities 168-9 CGO (corporate governance officer) 247-72 administrator role 262-3 assessing the CGO role 272 chair's proxy role 259-60 compliance ensurer 261-2 corporate governance in Europe 254 - 6corporate governance in the UK 256 - 8corporate governance in the US 2.50 - 4documentation of board processes and decisions 266-8 effects of increasing scope of board duties 265-6 emergence of the CGO role 247-8 external and internal compliance management 269 future of the CGO role 265-71 go-between role 260-1 historical influences on corporate governance 250-8 information requirements of the board 266-8 level of competence required 258-9 managing the governance process 269-71 reporting line 258, 259 responsibilities of the CGO 248-9 relationship with the CSO 108 role of the company secretary 254-5, 256-8, 262-3

types of GCO role 258-63 UBS AG, Switzerland (case study) 263 - 5CHRO (chief human resources officer) 223-45 agent of change 224-5, 235-7 assessing the CHRO role 244-5 career discussions and development 232 challenges of growth and expansion 239-41 change master 224-5, 235-7 compensation for contribution (the deal) 226, 233-4 counsel on top-level appointments 241-2 cultural challenges of growth and expansion 239-41 culture/fit interventions 232 Employee Relations 226-7 evolution of the HR function 225-7 facets of the CHRO role 223-5 facilitator of effective senior relationships 242-4 future of the CHRO role 244 induction 230 Industrial Relations 225, 226-7 managing the talent pipeline 228-35 monitoring external trends 238-9 people challenges in mergers and acquisitions 239-41 performance assessment 230-1 performance improvement interventions 231 planning for future requirements 232 pre-emptive training and development 230 relationship with the CMaO 153 relationship with the CSCO 135 relationship with the CSO 107-8 role as trusted advisor 241-4 service function 224-5, 228-35 strategic contribution 224-5, 237-44 talent identification and recruitment 229 Chrysler 131, 349 Ciba Specialty Chemicals 170 CIO (chief information officer) 204-21 assessing the CIO role 219–20

Cambridge University Press 978-0-521-85632-4 - Leading in the Top Team: The CXO Challenge Edited by Preston Bottger Index More information

Index

business leadership role 207-18 business value of IT 207-18 cost control and re-engineering 205-6 customer relationship management (CRM) systems 206, 207 effective use of information and IT capabilities 211-15, 216-18 emergence of e-business and e-commerce 206, 207 enabler of business change 211-15 enterprise resource planning (ERP) systems 206, 207 evolution of the CIO role 204-7 future of the CIO role 218-19 influence on business strategy 216-17 information orientation 218 management of IT resources and operations 208-10 quest for a business leadership role 207 - 18relationship with the CFO 175 relationship with the CMaO 152 relationship with the CMO 92 relationship with the CSCO 131 rise of the Internet 206 role in the senior management team 215 - 17Y2K preparations 206, 207 Cisco Systems Inc. 170, 173-4, 192 Citigroup 284 CMaO (chief manufacturing officer) 143-59 advanced manufacturing technologies (AMTs) 149-51 assessing the CMaO role 158-9 automated guided vehicles (AGVs) 150 automated storage and retrieval systems (ASRS) 150 computer-aided design (CAD) 151 computer-aided process planning (CAPP) 151 computer integrated manufacturing (CIM) systems 148-51 computer numerical control (CNC) technology 149 distinction from the CSCO 143-4 elimination of waste 152-4 enterprise resource planning (ERP) systems 151-2

factory layout design 147-8 future of the CMaO role 156-8 lean production 152-4 performance measurement 154-5, 156 planning and control 151-2 process control technology 150 process design 144–52 process execution 154-6 process improvement 152-4 process strategies 145-6 pursuit of reliability 154-6 relationship with the CHRO 153 relationship with the CIO 152 relationship with the CSCO 117 relationship with the CSO 108 robotics technology 149-50 role of the CMaO 143-4 statistical process control (SPC) 156 target cost management (TCM) 156 technology platform 145 technology platform design 148-51 total cost of ownership (TCO) approach 156 transformation process control 154, 156 transformation process planning 154-6 value stream mapping 153-4 video monitoring and inspection 150 CMO (chief marketing officer) 71-96 assessing the CMO role 95-6 broad view of the business 86-8 business intelligence applications 75 business portfolio co-ordination 85-6 current and emerging market developments 75-6 customer advocate role 77, 82-4 customer behaviour expertise 89-90 customer focus 75, 83-4 decision model applications 75, 79 evolution of the marketing function 73,75 five Cs approach 73 frequency of occurrence of CMO position 76-7 future evolution of the role 93-5 impact of globalization 75-6 impact of technology developments 75-6,78-9

403

Cambridge University Press 978-0-521-85632-4 - Leading in the Top Team: The CXO Challenge Edited by Preston Bottger Index More information

404

Index

CMO (chief marketing officer) (cont.) impact of the Internet 75, 79 influence of the business model 77-8 integrated marketing system 88-9 leadership role of the customer advocate 84 leadership role of the marketing specialist 81-2 leadership role of the strategic contributor 90-1 marketing mix (four/five Ps) 73 marketing return on investment (ROI) 72-3, 79, 81 marketing specialist role 77, 78-82 relationship with the CEO 92-3 relationship with the CFO 91 relationship with the CIO 92 relationship with the CSO 105-7 relationship with the CTO 92 relationships with other senior executives 91-3 roles of the CMO 71-3, 77-93 sphere of influence 77-8 strategic contributor role 77, 85-91 Coca-Cola 282, 285 Combined Code of Corporate Governance, 1998 (UK) 257 communications plan(ning) 292-5, 304 Companies Act, 1948 (UK) 256 company secretary role 254-5, 256-8, 262 - 3company story 289-92, 305 Compass Group 289 computer-aided design (CAD) 151 computer-aided process planning (CAPP) 151 computer integrated manufacturing (CIM) systems 148-51 computer numerical control (CNC) technology 149 core competencies 123, 140 corporate communications 304 see also CCO (chief communications officer) corporate governance officer see CGO (corporate governance officer) corporate story 289-92, 305 CRO (chief research officer) assessing the CRO role 202-3 business orientation in R&D 187-90

challenges in the top executive team 199-202 core responsibilities 184-7 'corporate entrepreneur' role 197-9 distinction from the CTO 184-7 focused technology strategy 195-7 influence on R&D investment allocation 190 leadership skills required 201–2 origins in R&D and engineering 182-4 pressures for growth and performance 187-90 R&D focus 184 responsibility for technological competitiveness 195-7 shift from managing to leading 187-97 technology visioning 190-4 CSCO (chief supply chain officer) 113-41 advanced planning systems (APS) 130 assessing the CSCO role 138-9 challenge of reverse logistics 137-8 collaborative relationships 131-2 customer demand for individual solutions 136 distinction from the CMaO 143-4 electronic data exchange (EDI) 130 electronic supply chain management (e-SCM) 128, 130-1 emergence of the CSCO role 115-17 enterprise resource planning (ERP) systems 130 environmentally sound supply chains 137 evolution from senior operations officer 116-17 future of the CSCO role 135-8 global and local thinking 135-6 historical initiatives in operations management 115-17 implementation of the supply chain design 127-35 influence of product characteristics 121 - 3influence of the market 121-3 information systems 128, 130-1 insourcing versus outsourcing decisions 116, 123-5 lean and agile supply chains 132-4

Index

405

modularity in the supply chain 136 operations management task 113-15 partner selection criteria 136 performance measurement and reporting 134-5 relationship with the CFO 135 relationship with the CHRO 135 relationship with the CIO 131 relationship with the CMaO 117 relationship with the CSO 108 relationships with supply chain partners 131-2 SCOR-model 127-8 speed and flexibility of supply chains 136 - 7supply chain integration 117, 119-20, 125-7 supply chain management (SCM) 118-20 top-line design challenges 120-7 trust relationships 131-2 CSO (chief sales officer) 98-112 assessing the CSO role 110-11 challenges of the role 105-7 definition of the selling task 106 future of the role 109 leadership role 103-5 link between sales and marketing 105 - 7link between sales and marketing (case studies) 99-100 ownership of the marketing strategy 105 - 7performance measurement 106 reasons for having a CSO 98 relationship with the CFO 108 relationship with the CGO 108 relationship with the CHRO 107 - 8relationship with the CMaO 108 relationship with the CMO 105-7 relationship with the CSCO 108 relationship with the CTO 108 role in B2B markets 101-2 role in B2C markets 101 role in marketing-driven companies 101 - 2role in sales-driven companies 101, 102 role of the CSO 98-103

role within the executive team 106-9 sales management policies 102-3 CTO (chief technology officer) 182-203 advisor to top management 187 assessing the CTO role 202-3 business orientation in R&D 187-90 challenges in the top executive team 199-202 core responsibilities 184-7 'corporate entrepreneur' role 197-9 distinction from the CRO 184-7 evolution of the role 182-4 focused technology strategy 195-7 funding of strategic R&D programmes 186 influence on R&D investment allocation 190 influence on R&D mindset 187-97 intellectual property (IP) management 185 leadership skills required 201-2 new business development initiatives 197-9 origins in R&D and engineering 182 - 4pressures for growth and performance 187-90 relationship with the CMO 92 relationship with the CSO 108 responsibility for technological competitiveness 195-7 scientific and technical staff deployment 185-6 shift from managing to leading 187-97 supervision of R&D activities 185 technology focus 184 technology visioning 190-4 culture 25-31 and resistance to change 25 basic elements 26 formality of roles dimension 29 influence of leader's behaviour 28 - 31interpersonal relationship dimension 30 power dimension 30-1 quality focus 27-8 social dimensions 28-31 task achievement dimension 28-9

CAMBRIDGE

406

Index

customer relationship management (CRM) systems 206, 207, 221 **CXOs** definition 1 developmental roles for the top job 346 gap from CXO to CEO 346 range of functions 1 CXOs and the line 320-7 building productive relationships 322-7 criticisms from operational managers 320-2 CXOs in the top team alignment with the company's focus 387-8 alignment with the company's sense of purpose 385 alignment with the strategic direction 386-7 balancing conflicting objectives 381 - 2composition of the team 378-9 factors affecting CXO power and status 379-81 informal hierarchy in the team 379-81 narrow thinking and dogma 382-4 'pecking order' in the team 379-81 wealth creation challenge (summary) 391-9 CXOs working together 365-75 beyond 'silo thinking' 367-8 combining different perspectives 365-7 composition of the top team 373-4 demands of the tasks 374-5 distinguishing features of top teams 373-5 effects of high pressure and stress 374 good and bad conflict 368-70 marketing versus manufacturing 370 - 3negative effects of too much cohesion 367-8 potential for conflict 373-4 relationship conflict 369-70 role conflict 370-3 task-related conflict 368-9 teamwork as a means to an end 375

371 - 3decision-action trap 55, 65 decision-making and direction 17-18 effects on resource usage 17-18 location of authority for 23-5 decision model applications, CMO role 75,79 decoupling point (supply chain) 133-4, 140 Delcommune, Michel-Marc 179 Dell 87, 124, 133, 217, 285, 289 direction and decision-making 17-18 and resource usage 17-18 component of the mission 17-18 divisional structures 23 Dow Chemical Co. 193 downstream (supply chain) 133, 140 DuPont Corporation 162, 198 DuPont tree analysis 163-4 Eastman Kodak 255 eBay 75 Ebbers, Bernard 253 economic value added (EVA) 169 Eisner, Michael 252, 284 electronic data exchange (EDI) 130 electronic supply chain management (e-SCM) 128, 130-1 Enron 169, 181, 253, 279 enterprise resource planning (ERP) systems 130, 151-2, 159, 206, 207, 221 entrepreneurial form of organization 23 Exxon Valdez oil spill (1989) 282 factory layout design 147-8 FedEx 285, 289 the 'field' 311, 315, 316, 318 financial wealth creation 12-13 first-run yield 20 five Cs approach 73 five disciplines approach to learning 53 Flickr 279

top team as role model 374-5

when conflict becomes personal

uses and limitations of teamwork 375

CAMBRIDGE

Index

407

focus component of the mission 18-19 identifying key details 18-19 role of the leader 18-19 Ford 131, 162 formality of roles 29 Frito-Lay 217 functional form of organization 23 functional integration matrix 292-3 functional managers, strategic perspective 2-3 Gates, Bill 349 Geneen, Harold S. 349 General Electric (GE) 85, 253, 279, 284, 286, 309 General Motors (GM) 131, 162-5, 349, 350 Ghosn, Carlos 85 ghostwriter 278, 305 Glaxo Wellcome 285 Global Crossing 279 globalization, impacts on the CMO role 75-6 Grove, Andy 196 Hayek, Nicolas 85 Hewlett Packard 197 hierarchies 23-4 Home Depot 285 Honda 131-2 Iacocca, Lee 349 **IBM 87** ICSA (Institute of Chartered Secretaries and Administrators) 257 IMD (Institute for Management Development) 1 information orientation (IO) 218, 221 Intel Corp. 196 internal communications 305 Internet 75, 79, 206, 276, 277, 279 interpersonal relationships, dimension of culture 30 ISS facility service group 353 ITT 349 iTunes 75

Jacobi, Michael 170–1 Jobs, Steve 85, 349 Johnson & Johnson 285, 385 just-in-time (JIT) system 115, 140–1, 145, 153, 159 Kanban 153

Lafley, A. G. 192 Lay, Kenneth 253 leader as role model 28-31 leadership definitions 11-12 sphere of influence 31-2 task prioritization 31-2 leadership and strategy 11-12, 14-15 definition of strategy 14 elements of a business strategy 14-15 leadership methods culture 25-31 mission 16-19 processes 19-21 structuring of an organization 22-5 leadership results business theory 12-13 financial wealth creation 12-13 non-financial wealth creation 13 social capital 13 wealth creation 12-14 lean and agile supply chains 132-4 lean manufacturing 115, 152-4 learning, role of CXOs 52-3 learning culture, competitive advantage from 64-6 learning cycle (model) 53-66 action stage 54, 55, 63-4 benchmarking 57 challenging complacency 56-7 creating a learning culture 64-6 CXO as learning role model 60 CXO challenges 63-6 decision-action trap 55, 65 decision stage 54-5, 60-2 embedding learning in everyday action 63-4 gaining new perspectives 54, 58-60 influence of the learning context 59-60 learning from others 57-8 making time for learning 56 modelling productive learning behaviour 60

CAMBRIDGE

Cambridge University Press 978-0-521-85632-4 - Leading in the Top Team: The CXO Challenge Edited by Preston Bottger Index More information

408

Index

learning cycle (model) (cont.) persistence required for change 63-4 prototyping 62 realigning existing systems 63 resources for improvement efforts 61 - 2sharing experience within the firm 58 time for reflection 54, 55-8 types of learning 53 'unlearning' old practices 63 vision creation and follow-through 60-2 life cycle (of a product) 121-2, 140 LinkedIn 279 Llovds TSB 285 Logitech 89 marketing mix (four/five Ps) 73 marketing return on investment (ROI) 72-3, 79, 81 materials requirement planning (MRP) systems 115 matrix form of organization 23 Medtronic 385 Merck & Co. Inc. 279 Microsoft 87 mission 16-19 direction 17-18 engaging and energizing people 16 - 17focus 18-19 identifying key details 18-19 purpose 16-17 resource usage 17-18 vision and values 16-17 mission statement 16 Mitsubishi Chemical Corp. 197 Motorola 197, 198, 255 MySpace 279

Novell 358

online communications 276, 277, 279 operating income 310, *318* operational processes *see* processes (operational) operations management *see* CSCO (chief supply chain officer) outsourcing internationally 356–7 P&L (profit and loss) 308, 310, 318-19 Parmalat 254 PepsiCo 289 Philips 197 Polaroid 87 portfolio co-ordination 85-6 power dimension of culture 30-1 primary production processes 19 process control technology 150 processes (operational) asset utilization 21 definition of operational processes 19-20 first-run yield 20 measures of process quality 20-1 primary production processes 19 process quality methods 20-1 re-engineering 21 role of the leader 20 roles of CXOs 20 six sigma approach 21 support processes 19-20 through-put time versus value-added time 20-1 total quality management (TQM) 21 Procter & Gamble 79, 101, 192 product life cycle 121-2, 140 prototyping 62 purpose component of the mission 16-17 purpose, vision and values 16-17 quality focus in a firm's culture 27-8 Qwest 279 re-engineering 21, 115, 205-6 Renault/Nissan 85 research and development (R&D) see CRO (chief research officer); CTO (chief technology officer) resource usage effects of leadership direction 17 - 18

effects of major decisions 17–18 robotics technology 149–50 Roddick, Anita 284

Royal Dutch/Shell 87–8 see also Shell Royal Philips Electronics 193 Cambridge University Press 978-0-521-85632-4 - Leading in the Top Team: The CXO Challenge Edited by Preston Bottger Index More information

Index

SAP, Germany 255 Sarbanes-Oxley Act, 2002 (US) 175, 177, 181, 253 scan-interpret-act model of learning 53 Schmidt, Eric 358 SCOR-model (supply chain operations reference model) 127-8 Securitas 289 senior operations officer, evolution into CSCO 116-17 shared services concept 176 shareholder value concept 164, 181 creation 165-6, 169 shareholder value analysis (SVA) 181 Shell 87-8, 282, 289 'silo thinking' 367-8 six sigma approach 21, 153, 159 Sloan, Alfred 162-4, 178, 349 social capital 13 social dimensions of culture 28-31 social networking sites 279, 305-6 social responsibility 13 soft assets 285, 306 stakeholders 306 statistical process control (SPC) 156 Stempel, Robert 350 strategic business unit (SBU) 23, 319 strategic business unit (SBU) president 308-19 assessing the role of SBU president 317-18 challenges of the role 313-14 future of the role 316-17 leadership role 312-13 purpose of the SBU president 311-12 relationships with CXO team colleagues 315-16 role of the SBU president 308-9 SBU forms 310-11 training for the CEO role 312, 316-17 strategic perspective for functional managers 2-3 strategy and leadership 11-12, 14-15 definition 14 elements of a business strategy 14-15 structure of an organization 22-5 co-ordination 24-5 creation of effective structures 24-5

degree of definition 23-4 divisional structures 23 entrepreneurial form 23 functional form 23 hierarchies 23-4 levels of structural design 22-3 location of authority for decisions 2.3 - 5matrix form 23 range of structural forms 22-3 reporting relationships 24-5 strategic business units 23 Sugar, Alan 350 Supply-Chain Council 127, 139 supply chain management (SCM) 118-20 see also CSCO (chief supply chain officer) supply chain operations reference model (SCOR-model) 127-8 support processes 19-20 Swatch 85 talent management 33-51 assessment of executive candidates 35 - 8avoiding exhaustion and burn-out 46-9 business model critical employees 34 - 5career payoff for the CXO 50-1 cultural fit 38 CXO as custodian of talent 49-51 CXO pay-offs 50-1 defining talent 34-5 developing talent 38-42 employee commitment to the unit 51 employee value proposition 44-5 erosion of loyalty to the firm 51 fast-trackers (high potentials, stars) 34, 38-40, 46-7 HR role in filling needs 36 identifying new talent 35-8 interests of individual, unit and firm 49-51 interviews 37-8 investigating exits 46 job sculpting 49 preserving/retaining talent 43-9 productivity payoff 51

409

410

Index

talent management (cont.) reasons for loss of talented people 43–9 role of CXOs 33 role of the line manager 33 selection of executive candidates 35-8 soft benefits 45-6 specialists 34-5, 40-1, 47 talent categories 34-5 talent gap analysis 36 understanding staffing requirements 35-6 unsung heroes (skilled middle managers) 35, 41-2, 47 Tapie, Bernard 350 target cost management (TCM) 156 task achievement, dimension of culture 28 - 9technology developments, impacts on the CMO role 75-6, 78-9 technology platform design 148-51 Tetra Pak 289 through-put time versus value-added time 20-1 top line 112 top-line design 120-7, 141 top team composition business heads (divisional/business unit) 378 **CXOs 379** functional heads 379 line executives 378 market heads 378 top team practical challenges 377-88 alignment with the company's focus 387-8 alignment with the company's sense of purpose 385 alignment with the strategic direction 386-7 balancing conflicting objectives 381 - 2composition of the team 378-9 factors affecting CXO power and status 379-81 informal hierarchy in the team 379-81 narrow thinking and dogma 382-4

'pecking order' in the team 379-81 wealth creation challenge (summary) 391-9 total cost of ownership (TCO) approach 156 total quality management (TQM) 21, 115, 153 Toyota 131-2 production system 132-3, 145 JIT system 159 total cost management (TCM) 156 training and development see learning transfer pricing 310, 319 transformation process 159 control 154, 156 planning 154-6 Trump, Donald 350 Turner, Ted 350 Tyco 279 UBS AG, Switzerland (corporate governance case study) 263-5 **UNIXAS Optical 286** upstream (supply chain) 133, 140 value stream mapping 153-4 vendor managed inventory (VMI) systems 127 video monitoring and inspection 150 vision and values 16-17 W. H. Smith Group 285 Wal-Mart 217 Walt Disney Company 252, 284, 286 wealth creation 12-14 challenge for the executive team (summary) 391-9 Web 2.0 279, 307 Web-based company information 276, 277, 279, 300 web log (blog) 276, 279, 303-4 Weill, Sandy 284 Welch, Jack 85, 284, 286, 349 WorldCom 181, 253 Xanga 279

YouTube 279