SPOTLIGHT ON THE FUTURE OF ADVERTISING

60 Advertising Analytics 2.0 Advertising touch points no longer work in isolation. If your company doesn’t analyze how they interact dynamically, it will be left behind. Wes Nichols

70 For Mobile Devices, Think Apps, Not Ads People don’t like advertisements on their screens—but apps that provide value or entertainment can drive sales and build long-term engagement with brands. Sunil Gupta

76 Advertising’s New Medium: Human Experience Marketers can make their ads welcome in the four spheres of consumers’ lives: public, social, tribal, and psychological. Jeffrey F. Rayport

86 Creative That Cracks the Code Six campaigns provide assurance that the creativity of advertising will never cease. Julia Kirby

ABOVE DETAIL
Mark Hansen & Ben Rubin
Movable Type
560 vacuum-fluorescent display screens

HBR.ORG
interact with the creative that cracks the code hbr.org/
insights/future-of-advertising

March 2013 Harvard Business Review
THE BIG IDEA

Big-Bang Disruption
A new kind of innovator is creating—and destroying—whole
markets overnight. And when competitors can come out
of nowhere and instantly be everywhere, the old rules of
strategy no longer apply. Larry Downes and Paul F. Nunes

The Case for Stealth Innovation
The corporate spotlight can be a
dangerous place for unproven ideas.
Often, a better strategy is to innovate
under the radar. Paddy Miller and
Thomas Wedell-Wedellsborg

Why “Fair Value” Is the Rule
The answer lies in the changing makeup of
the Financial Accounting Standards Board.
Karthik Ramanna

Do You Really Want to Be an eBay?
It often makes more sense to operate as
a traditional reseller in order to maintain
control over buyer-seller transactions.
Andrei Hagiu and Julian Wright

HOW DID IT
Encyclopaedia Britannica’s
President on Killing Off a
244-Year-Old Product
A world-class reference source transitions
from bound volumes to digital learning
products. Jorge Cauz

THE GOOD
Making Sustainability Profitable
In emerging markets, visionary enterprises
are proving that environmentally responsible
approaches can lead to big financial rewards.
Knut Haanaes, David Michael, Jeremy
Jurgens, and Subramonian Rangan

VIDEO
Roger Martin
describes the
two choices
to make while
setting strategy
hbr.org/
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