

DIAMOND DISTRESS COCAINE CITY NFL DEBT FUMBLE

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Keith McCullough

Research Renegades

Fed up with big-bank conflicts,
analysts are starting their own firms.

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FOCUS: FOREIGN EXCHANGE

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Boost for Brands

Geoff Vuleta's consulting practice might be summed up in four words: small firm, big promises. His company, Fahrenheit 212, consists of a couple dozen people in a sleek Manhattan office and brags that it mints ideas to boost a company's revenue by \$100 million. Clients have included Adidas AG and Procter & Gamble Co. Samsung Electronics Co. found a new market for its flat-panel displays with help from Fahrenheit 212: The South Korean manufacturer now sells touch screens for vending machines that make the button for a sold-out soda disappear and play videos to seduce passersby. BLOOMBERG MARKETS asked Vuleta what he would recommend for several other large companies.

ANTHONY EFFINGER



Geoff Vuleta helps companies boost revenue.

Kodak

Eastman Kodak Co.

PROBLEM Photographic film has become obsolete.

"Few companies have endured a pulling out of the rug as dramatic as Kodak has."

SOLUTION *"Radical, heroic reinvention of printing as a product, business model and experience."* Computer printers are universally disliked, Vuleta says. They're changing too slowly as computer activities all go mobile. *"If I'm watching something on TV and I want to print it, why can't I?"*

GM

General Motors Co.

PROBLEM *"Fifty years of market decline could end up being GM's defining legacy."*

SOLUTION *"Create the 21st-century car-buying experience—a way of selling dreams, not mere metal."* Take Apple Inc. stores as a model, Vuleta suggests, or the service standards of a high-end hotel. *"By focusing on a pain point that is not yours alone, but industrywide, you gain future competitive advantage."*

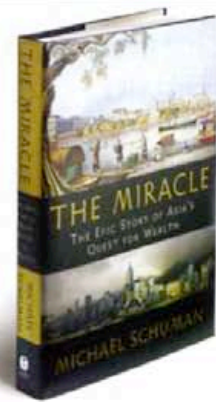
bp BP Plc



PROBLEM BP's "Beyond Petroleum" tag line promises something a gas station can't really deliver.

SOLUTION *"Spend the next five years building that killer app—not talking the green talk, just walking the green walk."* Get the BP name on tangible and large-scale alternative energy projects, for example. *"We think 'Beyond Petroleum' is the right vision, but it's suffered from going high profile prematurely."*

BOOKMARK



Chinese Communist leader Deng Xiaoping loved French wine and spurned *Das Kapital*. Lee Kuan Yew, a Cambridge-educated lawyer, ruled Singapore with Confucian values. In South Korea, former army major general Park Chung Hee mixed his rice with cheap barley to stay mindful of his people's hunger. An improbable trio, they had something remarkable in common. They shared an unwavering pragmatism, **Michael Schuman** writes in *The Miracle* (HarperBusiness, 2009).

The book is a sweeping study of how Asia rose from abject poverty in the 1950s to economic dynamism today. Schuman, a *Time* magazine journalist who has logged 13 years in Asia, asks why this remarkable transformation happened—and why other regions such as Africa have been left behind. He looks for his answer in the region's leaders. As his book winds through boardrooms, cabinet meetings and factories, it tells the story of the region's development through portraits of its politicians and executives—a smart approach.

Schuman repeatedly finds a practical and realistic streak in these men. And he doesn't shy away from describing the authoritarianism that too often goes with it. Asia's hierarchical structure, Schuman concludes, is conducive to growth while also fomenting corruption and nepotism.

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