Busines Review

41 Al-Powered Marketing



102 SPACs: What You Need to Know



How Good Is Your Company at

Change?

You can improve your ability to adapt



"Of all a company's functions, marketing has perhaps the most to gain from artificial intelligence."

"HOW TO DESIGN AN ALMARKETING STRATEGY," PAGE 42 SUBSCRIBED

Contents

July-August 2021

Spotlight

Al-Powered Marketing

42 MARKETING

How to Design an Al Marketing Strategy

What the technology can do today-and what's next Thomas H. Davenport, Abhijit Guha, and **Dhruv Grewal**

48 MARKETING

Why You Aren't Getting More from Your Marketing Al

Chances are, you haven't asked the right questions. Eva Ascarza, Michael Ross, and Bruce G.S. Hardie

54 MARKETING

Don't Buy the Wrong Marketing Tech

Instead, take these three steps. Carl F. Mela and **Brian Cooper**

COVER PHOTOGRAPH **Bruce Peterson**

STYLIST Laura Nero



Sikkim University

July-August 2021

61 Features

62 CHANGE MANAGEMENT

How Good Is Your Company at Change?

A new system for measuring (and improving) your ability to adapt David Michels and Kevin Murphy

72 SUSTAINABILITY

The Circular Business Model

Pick a strategy that fits your resources and capabilities. Atalay Atasu, Céline Dumas, and Luk N. Van Wassenhove

82 STRATEGY

Why Do So Many Strategies Fail?

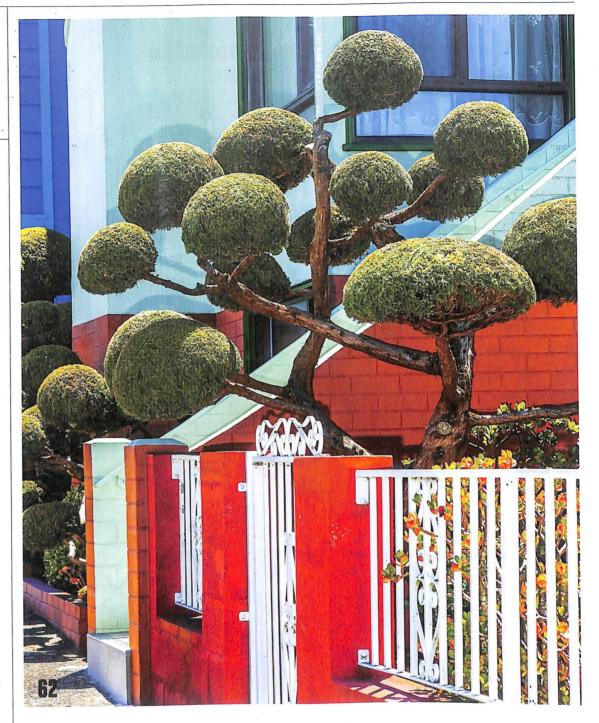
Leaders focus on the parts rather than the whole.

David J. Collis

94 INNOVATION

The Power of Anomaly

To achieve strategic advantage, scan the market for surprises. Martin Reeves, Bob Goodson, and Kevin Whitaker



102 ENTREPRENEURIAL FINANCE

SPACs: What You Need to Know

A guide for the curious and the perplexed Max H. Bazerman and Paresh Patel

114 BOARDS

Engaging with Your Investors

A playbook for the board Bill McNabb, Ram Charan, and Dennis Carey

124 ETHICS

Entrepreneurs and the Truth

They often bend it. But don't demonize them the problem is systemic. Kyle Jensen, Tom Byers, Laura Dunham, and Jon Fjeld

132 LEADERSHIP

"I'm Here Because I'm As Good As You"

The HBR Interview with Ursula Burns