Strategic Thinking Publications

Formulates objectives and priorities, and implements plans consistent with long-term interests of the organization in a global environment. Capitalizes on opportunities and manages risks.

30 Truths about Talent Acquisition: Insights from the 4th Annual Talent Acquisition Conference
31 October, 2017 | Conference KeyNotes

Do you have an employer brand? How good is your candidate experience? Are your business and acquisition strategies aligned? As your talent needs heat up, how you answer these questions will become paramount.

China Center Quick Note: Politics in Command - China after the 19th Party Congress
30 October, 2017 | China Center Publications

The 19th Party Congress and its subsequent 1st Plenum, which ran October 18-25, had been widely anticipated for nearly a year. With the dust just now settling, we begin the difficult work of interpreting what actually transpired at the Congress and what it means for foreign investors in China.

China Center Chart Dive: Companies in China Are Boosting Spending on Air Pollutant Treatment
30 October, 2017 | China Center Publications

Environmental protection, particularly the fight against air pollution, appears to be gaining traction in China’s corporate sector.

The State of Digital and Social Media Risk Management
19 October, 2017 | Research Report

Although digital governance teams and Digital Centers of Excellence are becoming common oversight structures, most do not yet have fully optimized, managed, and resourced processes and programs to manage new and growing types of digital and social media risks.

Keeping the "Dream Team:" Leveraging Analytics to Retain Top Talent in Asia
20 September, 2017 | Research Report

This report highlights the talent retention challenges faced by employers in Asia and sheds light on how organizations can leverage human capital analytics to aid their retention strategies.

China Center Chart Dive: China’s economic accommodation of North Korea appears to be decreasing
18 September, 2017 | China Center Publications

New data show that China appears to be substantively squeezing the economic lifeline to North Korea that it has maintained for decades.

China Center Quick Note: China’s New Philanthropy Regulations Should Be Helpful for MNC Donors
13 September, 2017 | China Center Publications

Despite legitimate concerns about tightening controls on civil society, China’s new philanthropic regulations portend important improvements to problems long plaguing corporate giving for foreign companies active in the country.

The Conference Board Economics Watch® United States View
13 September, 2017 | Economics Watch Reports

Economic outlook continues brightening for rest of 2017.

01 September, 2017 | Research Report

Job satisfaction has improved for the sixth year in a row, and much of the improvement is due to the improvement in the labor market. The Conference Board Job Satisfaction survey explains this trend and other useful insights about US employees’ sentiments about work based on our annual survey.

Trade under Attack and Necessary Remedies for Dislocation from Economic Change
30 August, 2017 | Committee for Economic Development

Trade has helped the US economy grow overall, but not every worker has benefited from it. Rather than protecting individual jobs, the US must create policies that help individual workers.

18 Truths about Sustainability: Insights from the 16th Annual Sustainability Summit
16 August, 2017 | Conference KeyNotes

Sustainability reporting needs to be built into everyday business activities, especially since it has become a tool to attract mainstream investors.

Just What Is the Corporate Director’s Job? Directors’ Perspectives on the Board Member’s Job Description
16 August, 2017 | Key Business Issues Listing
When describing their own jobs, directors believe CEO succession planning, interactions with management, and shareholder engagement are among the most important issues.

**China Center Chart Dive: China’s labor compensation share of GDP is on the rise: this should be good for consumption in the near-term**
02 August, 2017 | China Center Publications

High household savings rates have worked to constrain consumption in China for a long time. However, recent data suggests a decline in Chinese savings rates. This may partially explain the resilience of consumption growth in China, even as the country’s overall economic growth continues to slow.

**Making Social Enterprises More Effective: The Five-Step Approach to Engaging Stakeholders**
31 July, 2017 | Research Report

This *Giving Thoughts* article proposes a transparent, five-step, multiconstituency approach which places stakeholders at the heart of impact measurement decision making.

**Board Oversight of Long-Term Value Creation and Preservation: What needs to change?**
31 July, 2017 | Director Notes

This report provides a new approach for board risk oversight of company long-term value creation called objective centric ERM and internal audit.

**22 Truths about Change and Transformation**
19 July, 2017 | Conference KeyNotes

Change today is rapid, overwhelming, and overwhelmingly digital. Leaders need to understand this and to change their strategies, capabilities, and attitudes accordingly.

**Millennials and Social Commerce: Engagement Leads to Sales but Paid Social May Not**
19 July, 2017 | Research Report

This *SNCR 2020* article is the second edition of a study that investigates how millennials’ activity on social media translates into sales for companies and brands.

**CEO Succession Practices: 2017 Edition**
11 July, 2017 | Research Report

*CEO Succession Practices: 2017 Edition* analyzes all CEO succession events at S&P 500 companies over the last 15 years with additional analysis based on 2017 survey findings.

**25 Truths about M&A Integration: Insights from the Merger Integration Conference**
06 July, 2017 | Conference KeyNotes

The need for transformative M&A deals is urgent. Deal volume is growing, deal rationales are changing, and the cultural and geographic scope of mergers is expanding. Communication and deal prep are paramount.

**Leveraging Mature Workers: Addressing European Talent Concerns and Europe’s Aging Workforce**
06 July, 2017 | Key Business Issues Listing

Europe’s workforce is aging and possibly shrinking as well. Retaining and retraining mature workers can help stem the tide of workforce defections and fill in skills gaps.

**The Future of Disaster Philanthropy**
06 July, 2017 | Research Report

This *Giving Thoughts* article describes challenges and opportunities for corporations willing to step up and reimagine the future of disaster philanthropy.

**Digitization’s Impacts on Organizations, Leadership, and HR**
05 July, 2017 | Key Business Issues Listing

This report investigates what organizations need to look, feel, and act like if they are to be successful at digital transformation. What are the strategic capabilities companies need to develop? How can corporate culture support or hinder digital transformation? What kinds of organizational structure does digital transformation require?

**China Center Chart Dive: Workforce skill gaps loom large for Made in China 2025**
30 June, 2017 | China Center Publications

Talent challenges are likely to drag on the progress of China’s major new plan to modernize and upgrade its manufacturing sector, the controversial and contentious “Made in China 2025” initiative.

**Business Contributions to the Arts: 2017 Edition**
28 June, 2017 | Research Report

The Conference Board and Americans for the Arts jointly conducted this survey which examines trends in business support and employee engagement for the arts. The report segments aggregate data across industries and size groups.

**Immigration Policy That Works: Bringing Foreign-Born Workers into High-Shortage Occupations to Grow Our Economy**
14 June, 2017 | Committee for Economic Development

This policy brief recommends steps to reform immigration policy, including suggestions for employing both native-born workers and immigrants to flexibly address looming labor shortages.
Monthly economic series report.

**Sustainability Practices in Asia-Pacific Dashboard**  
26 May, 2017 | Excel Database

Data on 95 environmental and social practices can be segmented by 12 Asia-Pacific economies, 10 sectors, and three revenue groups.

**Sustainability Practices in Asia-Pacific**  
26 May, 2017 | Research Report

We analyze the 2015 disclosure of environmental and social practices by public companies in 12 Asia-Pacific markets: Australia, China, Hong Kong, India, Indonesia, Japan, Malaysia, Singapore, South Korea, Taiwan, Thailand, and Vietnam.

**Human Capital Analytics @ Work, Volume 2**  
16 May, 2017 | Research Report

Our discussions with practitioners at leading organizations (including GM, Shell, Verizon, and NSA) and review of HCA surveys and literature reveal that the gap between what organizations could do and are doing is shrinking.

**20 Truths about Strategic HR: Insights from the 3rd Annual Strategic HR Conference**  
10 May, 2017 | Conference KeyNotes

Practitioners say they have experienced more internal and external change in the past two years than ever before in their entire careers. HR can help companies navigate this change.

**25 Truths about Health Care: Insights from the 17th Annual Health Care Conference**  
26 April, 2017 | Conference KeyNotes

Companies are taking a more holistic approach to their wellness programs by expanding them to include emotional and financial health.

**25 Truths about Joint Ventures**  
11 April, 2017 | Conference KeyNotes

More and more, companies are looking to joint ventures: to help topline growth, allay local fears about loss of intellectual property to foreign competitors, and to help companies enter new international markets.

**30 Truths about Cybersecurity**  
11 April, 2017 | Conference KeyNotes

There are two kinds of companies: those that have been hacked and those that don’t know it yet. Cyber risk is not just an IT concern, but a crucial business issue.

**The Broken American Dream—Viewed through the Lens of Europe**  
07 April, 2017 | Executive Action Report

In their new book *Sustaining Capitalism*, authors Steve Odland and Joseph Minarik at the Committee for Economic Development (CED) of The Conference Board detail solutions for restoring trust in the American system. What can Europe learn from proposed solutions for the United States?

**China Center Reference Paper: The New China Ideology -- Trump’s Team**  
06 April, 2017 | China Center Publications

The people the new president surrounds himself with will shape the future of US-China business relations. Who are they and what do we know about their thinking?

**Donor Advised Funds: Democratizing Philanthropy to Change the World**  
04 April, 2017 | Research Report

This *Giving Thoughts* article describes how donor advised funds (DAFs) can democratize personal giving in and beyond the workplace, at a time when concerted philanthropic effort is needed to meet the UN Sustainable Development Goals (SDGs).

**22 Truths about Strategic Community Impact: Insights from the Strategic Community Impact Symposium**  
02 March, 2017 | Conference KeyNotes

Becoming involved in the UN’s 17 Sustainable Development Goals can help companies boost employee engagement, increase brand value and customer loyalty, build trust, and reinforce the social contract with society.

02 March, 2017 | Human Capital in Review

This series focuses on the Future of Work and how technology is transforming every aspect of work—and in the process, opening a Pandora’s box of complex issues for today’s human capital practitioners.

**24 Truths about Organizational Design: Insights from the 12th Annual Organization Design and Diagnostics Conference**  
08 February, 2017 | Conference KeyNotes

We live in a world of continual disruption. Companies that restructure so they can be agile and flexible will be the most successful at dealing with the unknown.
On January 20, China's official 2016 GDP growth was announced to be 6.7 percent, meeting the target range set by the government. Lower growth is anticipated for 2017 as economic policies slowly shift from growth supporting to risk curbing.

Curation is more than a popular buzzword; it's an effective tool for transforming business. It's not what a business knows that matters, but how that business organizes and applies that knowledge.

Digital transformation is more than just a new set of tools for the workplace. True digital transformation means a digital world where everything is connected, hierarchy fades, and innovation happens through networks.

In this era of digital abundance, organizational success (and in more than a few cases, survival) will require moving well beyond traditional change initiatives to a complete transformation. It will not be easy.

If the industrial age was about standardization; the digital age is about mass customization and mass collaboration.

A successful digital transformation requires an enterprise approach to strategy and systemic change. The challenge of true digital transformation across the enterprise is to change the organizational culture.

The scarcity in the New Digital Economy is not the technology—it's the organizational mind-set to move beyond traditional approaches to innovation.

Greater connectivity brings greater opportunity but also greater risk. Potential vulnerabilities have moved up the risk agenda of companies across the globe, including in Europe.

This extract includes an action plan from The Conference Board to assist organizations on the road to digital transformation.

The Conference Board Governance Center hosted more than 30 corporate governance practitioners to discuss the viability of mandatory versus optional universal proxy cards in contested director elections.

The latest data for 2016 suggest somewhat of an uptick in growth toward the end of the year. Yet we expect Euro Area growth to somewhat moderate in 2017 and UK growth to slow down significantly amid Brexit-induced effects as well as a generally maturing business cycle.

The new year brings more optimism, but uncertainties over the impact of policy initiatives have mounted.

From the November data, we already see weakening signs in real estate investment and housing construction growth, the early stages of a housing market down-cycle. As supportive monetary policy and the housing market diminish as growth drivers, infrastructure investment becomes a more critical buffer to buoy growth.
China's economy is in the midst of a deep structural downshift. Among other things, this transition will result in increased disparity in provincial economic performance. Regions with the requisite mix of economic factors should sustain their growth and dynamism, but those without them will likely see stagnation or worse.

China Center Chart Dive: China's Long March toward a Diminishing Labor Supply
10 January, 2017 | China Center Publications

China is currently experiencing a pronounced demographic shift that will have a serious impact on MNCs in China. Over the past decade, it has transformed from a nation with an abundance of young people to one with an increasingly aged population.

Divergent Views/Common Ground: The Leadership Perspectives of C-Suite Executives and Millennial Leaders
09 January, 2017 | Research Report

This report sheds light on the leadership values and preferences of these two cohorts, and in light of the findings, outlines the steps organizations can take for enhanced performance.

25 Truths about Succession Management: Insights from the 12th Succession Management Conference
19 December, 2016 | Conference KeyNotes

Companies have fewer candidates to take over the top spot today than they did five years ago. Boards should take key steps to insure a smooth transition at the top.

22 Truths about Global Business Services: Insights from the 20th Annual Global Business and Shared Services Conference
14 December, 2016 | Conference KeyNotes

As global business services (GBS) continues to evolve, practitioners are moving away from the single service model and toward a more holistic approach that is increasingly global and interconnected.

Follow the Leader: The Adoption and Use of Instagram by the Inc. 500 and the Fortune 500
12 December, 2016 | Research Report

This SNCR 2020 article examines the commonalities of Inc. 500 and Fortune 500 companies that have adopted Instagram.

China Center Data Flash: The housing market cool-down begins
07 December, 2016 | China Center Publications

The October data revealed that the housing market down-cycle we've been anticipating may have begun. This down-cycle will eventually serve as a drag on the recent uptick in the industrial sector.

20 Truths about Human Capital Analytics: Insights from the 2016 Human Capital Analytics Conference
05 December, 2016 | Conference KeyNotes

As human capital analytics grows, it is no longer considered merely optional to HR strategy. Early adopters have used HCA to increase HR efficiency as well as overall business performance.

Sustainability Practices Dashboard
29 November, 2016 | Research Report

The Conference Board Sustainability Practices Dashboard analyzes the most recent disclosure of environmental and social practices by public companies around the world.

Sustainability Practices 2016 Key Findings
29 November, 2016 | Research Report

One key finding from the 2016 Sustainability Practices Dashboard: while an increasing number of companies include sustainability performance metrics as a factor in executive compensation, they are routinely reticent to disclose the specifics of those metrics.

Digital Transformation: What Is It and What Does It Mean for Human Capital?
17 November, 2016 | Key Business Issues Listing

Based on a literature review, interviews with leading experts, and company examples, this report builds the foundation for a series of reports to be released in the next few years.

A Strategic Cyber-Roadmap for the Board
17 November, 2016 | Director Notes

This Directors Notes reviews five director case studies of cyberrisk governance.

Navigating the New Digital Economy: Driving Digital Growth and Productivity from Installation to Deployment
16 November, 2016 | Key Business Issues Listing

Companies are massively investing in digitization, but the results are variable and trends are moving so quickly that strategizing is very difficult.

The Conference Board Economics Watch Emerging Markets View
15 November, 2016 | Economics Watch Reports

A projected stabilization in energy and commodity prices may provide a small tailwind for resource-rich economies in 2017, but emerging markets' medium-term growth trends continue to be dominated by weaker growth in investment and labor supply.

Employees as Brand Ambassadors: The State of Employee Advocacy
10 November, 2016 | Research Report
This SNCR 2020 article presents findings from the JEM 2016 State of Employee Advocacy Survey.

20 Truths about Corporate Philanthropy
19 October, 2016 | Conference KeyNotes

When 46 experts met to discuss corporate social responsibility and sustainability at the Strategic Community Impact Symposium in New York City, we took notes. Here are the highlights.

Giving in Numbers: 2016 Edition
12 October, 2016 | Research Report

The 2016 edition of this annual report explores corporate giving at 272 of the world’s leading companies.

China Center Slidicle: Middle-Aged Women in China—An Unutilized Workforce Opportunity?
03 October, 2016 | China Center Publications

Although population aging is unarguably the key driver of China’s constricting labor supply, gender and age discrimination with respect to female workers make matters worse.

Taking a Stand: How Corporations Speak Out on Social Issues
30 September, 2016 | Research Report

This Giving Thoughts article considers the ways in which corporations weigh in on social issues such as discrimination, the environment, human rights, and access to quality education.

Importing a Solution: Can Immigration Help Mitigate Looming Labor Shortages?
20 September, 2016 | Executive Action Report

Depending on your organization’s industry and location, hiring more immigrants may be a viable solution for addressing labor shortages over the next 15 years.

China Center Data Flash: Acquiescing to lower growth?
13 September, 2016 | China Center Publications

Credit creation slowed more than expected in July, but the PBOC isn’t easing monetary policy yet and has publicly stated it won’t be doing so. This is a positive factor, assuming it persists, for facilitating long overdue economic restructuring.

China Center Chart Dive: Watch out for a housing price down-cycle and its knock-on effects
13 September, 2016 | China Center Publications

There is a strong correlation between China’s monetary cycles and housing price cycles, but it is important to note that a down-cycle in housing prices means slower price growth, and not necessarily negative price growth.

StraightTalk® Global Economic Outlook 2016: Will Greater Uncertainty Lead to Business Investment Paralysis?
13 September, 2016 | StraightTalk®

Will greater uncertainty lead to business investment paralysis? In this issue of StraightTalk, Chief Economist Bart van Ark looks at the business implications of economic uncertainty and weakening of US corporate profits.

Millennials and Social Commerce: Brands and Buy Buttons
01 September, 2016 | Research Report

The first edition of the SNCR 2020 Series explores the use of buy buttons on social media.

China Center Chart Dive: The CFETS Basket and RMB Valuation—How It Works and Why It Matters
29 August, 2016 | China Center Publications

China is now using 13 separate exchange rates to create a new index-based approach to help it manage the value of its currency. Known as the "CFETS basket" (China Foreign Exchange Trade System), this new tool is a weighted index designed to decouple the RMB from the USD.

The End of Cold, Hard Cash and the Global Shift toward Cashless Consumer Payments
29 August, 2016 | The Demand Institute

The rise in internet access in emerging markets is expanding consumers’ horizons and fueling their demand for new ways to pay for the products and services of the modern economy.

China CEO Council Session Report - Getting through to 2022
16 August, 2016 | China Center Publications

A simplified summary of selected premises and insights from the June 2, 2016, China CEO Council meeting in Beijing. Some 30 MNC country heads and deputies attended the session, which was hosted by Microsoft. This report summarizes and supplements the PowerPoint workshop decks used for the session.

The Conference Board Economics Watch® Emerging Markets View
12 August, 2016 | Economics Watch Reports

Despite modest improvement in manufacturing, persistent overcapacity continues to weigh on emerging markets’ growth in 2016.

The Conference Board Economics Watch® United States View
12 August, 2016 | Economics Watch Reports
US economic expansion continues to disappoint.

Reactions three months after the Brexit referendum show a higher than expected resilient Euro Area. Growth is sustained growth purchases of durable goods and constant improvements in labor market figures. How long will such dynamic hold?

China's previous Going Out campaign was dominated by large, old-economy, industrial SOEs, but that has changed rapidly over the past two years; new key players – both State and private – are now focused on new-economy innovation prizes.

Low confidence, high uncertainty, and postponed investment decisions are some of the short-term impacts we can expect from the United Kingdom’s stunning decision to leave the European Union.

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Our outlook for global economic growth remains modest at 2.4 percent in 2016 and 2.7 percent in 2017. While growth rates between mature and emerging markets have rapidly converged, significant variation between regions remains.

When employers succeed in improving employees' health, it's a win-win: they gain a more energized workforce, and cost savings follow.

Today's HR function is a strategic partner to the C-suite, shaping not only talent but culture, learning, technology, and values. It does this by anticipating strategic needs, mastering ambiguity, and becoming even more agile.

This publication explores hot topics within employee engagement research by providing actionable summaries of contemporary literature.

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The Euro Area economic recovery outlook remains on track, primarily thanks to the consumer.

Global growth is now projected at 2.5 percent in 2016, only slightly below average for the past four years. And while slow growth is quite persistent, there is little reason to hunker down.

The rapid development and huge potential of China’s e-commerce industry are much discussed. But is e-commerce truly enabling and driving widespread consumption and economic activity across the far reaches of China?

The NBS announced China’s official GDP growth rate for Q4 2015, which came in at 6.8 percent, bringing the official annual GDP growth rate to 6.9 percent for all of 2015. As we have regularly written, The Conference Board estimates that GDP growth is actually running less than 4 percent.

Chief communications officers (CCOs) and executives are juggling new technology and media, CEO expectations, and crisis management—all while steering the right corporate messaging internally and externally.

This publication explores hot topics within human capital research from a European perspective and provides actionable summaries of contemporary literature.

HR professionals and companies as a whole must link the succession process to business priorities and take into account macro trends such as the velocity of change and increased regulatory pressure.

Differences in labor cost growth signal changes to an economy’s international competitiveness as well as its workers’ comparative standard of living, yet there is a scarcity of adequate models that project labor costs across countries. In this paper we compare US projections to other advanced economies in Europe and Asia-Pacific.

The widening gap between labor productivity growth and real wage growth in the United States has attracted much attention in recent years. This paper provides an industrial and cross-country comparative perspective, which has been lacking so far in the literature.

Unit labor cost (ULC), defined as labor compensation per unit of output, is a widely used measure of international cost competitiveness. ULC trends, however, differ widely across countries and, traditionally, have been explained in terms of underlying movements in productivity, compensation, and exchange rates. This paper makes a first attempt to adjust unit labor cost measures for product quality differences in export baskets between countries, using unit values of exported products.

The US consumer should drive the economy early in 2016, but there’s little firepower from other growth drivers.

Euro Area outlook remains positive, despite rising concerns about global growth outlook

Recently introduced legal requirements are explained in light of the specific characteristics of India’s business ownership structures and put into the historical context of corporate governance reforms in the country.
One easy way to think of the proposed social credit score is as a “consumerised” and Big Data-driven rebirth of the dang’an, the Mao-era system of compiling a comprehensive data profile of each Chinese citizen.

China CEO Council Session Report - Masters vs. Markets
11 January, 2016 | China Center Publications

A summary of discussion points, learnings, business issues, poll results, and member insights from the November 12, 2015, China CEO Council in Shanghai.

China Center Special Briefing Paper: Growth Impacts of China’s Premature Demographic Transition
22 December, 2015 | China Center Publications

With the demographic dividend period well behind us, China now bears a significant demographic cost.

The Conference Board Economics Watch® United States View
21 December, 2015 | Economics Watch Reports

As the expansion proceeds, demand-side constraints are giving way to supply-side constraints.

China Center Data Flash: A temporary impact -- autos and infrastructure “stabilize” growth in Q4
18 December, 2015 | China Center Publications

As 2015 came to a close, China’s economic data remained mixed.

The Conference Board Economics Watch® European View
18 December, 2015 | Economics Watch Reports

Euro Area economic recovery shows some signs of a slowing pace.

Special topic: The European Commission’s investment plan is unlikely to change the subdued investment outlook in the short term.

Activist Hedge Funds, Golden Leash Special Compensation Arrangements, and Advance Notice Bylaws
08 December, 2015 | Director Notes

This report discusses recent cases highlighting activist efforts to replace directors at target companies.

The China Human Capital Planning Roundtable – Session Report
06 December, 2015 | China Center Publications

The roundtable is a new and exciting component of the China Center’s program, designed to inform key, strategic human capital planning assumptions for 2016 and into the medium term.

Workforce Analytics: The View from Asia
16 November, 2015 | Research Report

This report examines the current state of workforce analytics in Asia and highlights the unique implementation challenges faced by employers in the region with company profiles.

16 November, 2015 | Research Report

This report provides companies with information to more easily assess the range of issues related to political activity and disclosure and to determine the best course of action for their businesses.

Staying Ahead of Change and Preparing for 2020: Insights from the 2015 Corporate Brand and Reputation Conference
10 November, 2015 | Conference KeyNotes

One of the best ways to build your brand is by getting the marketing, customer service, and sales teams to work together to provide the best customer experience possible.


This paper presents the methodology for The Conference Board Global Economic Outlook 2016, including projections for 11 major regions and individual estimates for 33 mature and 32 emerging market economies for 2016, 2016-2020, and 2021-2025.

StraightTalk® Global Economic Outlook 2016: Escaping the Global Economy's Holding Pattern
06 November, 2015 | StraightTalk®

In 2016, the global economy will continue on a slow growth track for the fifth consecutive year, as mature economies continue to fly at a low altitude and emerging markets slow.

China Center Data Flash: PBoC action belies the relatively positive Q3 GDP print
02 November, 2015 | China Center Publications

The fact that the central bank cut rates so soon after the third quarter data release indicates that the slight reduction in officially reported real GDP growth does not reflect the true amount of downward pressure that the economy is facing.

The 2015 Fortune 500 and Social Media: Instagram Gains, Blogs Lose
01 November, 2015 | Research Report

This year's survey of social media use by the Fortune 500 finds 10 percent fewer companies blogging and an increase in the adoption of new tools such as Glassdoor and Instagram.
Co-Creating Transformation: The Power of Coaching in Organizational Change
26 October, 2015 | Executive Action Report

The expanded use of trained executive coaches is helping organizations respond more quickly and effectively to the need for ongoing change.

*The Conference Board Economics Watch® European View*
22 October, 2015 | Economics Watch Reports

Although the economy is on track for moderate expansion, Euro Area recovery shows no signs of speeding up.

*BoardAsia Newsletter*
15 October, 2015 | Periodical

This issue includes the launch of the India Strategic Human Resources Council.

*Making Sense of Social Impact Bonds for Companies*
01 October, 2015 | Research Report

This article describes social impact bonds and considers the role corporate social investing might play.

*China Center Data Flash - Property sector continues to struggle as inventories are drawn down*
29 September, 2015 | China Center Publications

Some observers have recently been touting a rebound in the real estate market, and while both sales and prices have improved in recent months, it is essential to keep in mind that actual construction and investment in the sector are still contracting.

*The Conference Board Economics Watch® Emerging Markets View*
24 September, 2015 | Economics Watch Reports

The growth outlook for the rest of 2015 remains pessimistic.

*The Conference Board Economics Watch® European View*
24 September, 2015 | Economics Watch Reports

The Euro Area economic recovery is on track, while downside risks from slower growth in emerging markets are looming.

*The Conference Board Economics Watch® United States View*
23 September, 2015 | Economics Watch Reports

Moderate growth path of US economy likely to be sustained through the end of 2015

*The US Labor Supply Problem: Which States Are Most at Risk?*
16 September, 2015 | Executive Action Report

Companies in states with tightening labor markets should start planning now. Assessing the location and types of jobs at high risk and adjusting recruiting/retention and compensation strategies could mitigate damage.

*China Center Special Briefing Paper: Appraising Industrial Overcapacity – the Achilles Heel of Chinese Growth?*
14 September, 2015 | China Center Publications

This China Center Special Briefing Paper examines China’s current overcapacity challenges and outlines its history, deep-rooted causes, and the likely impact on future economic growth.

*China Center Data Flash - Financial volatility reinforces weak economic performance; and RMB internationalization sees a setback*
10 September, 2015 | China Center Publications

After a dramatic summer for China’s financial markets, the most recently released economic data suggest that the country’s stock market and currency gyrations have come atop renewed deceleration in the real economy.

*China Center Quick Note: One Belt, One Road, Lots of Questions*
09 September, 2015 | China Center Publications

What should multinational companies expect from China’s *Silk Road Economic Belt* and *21st Century Maritime Silk Road*?

08 September, 2015 | Research Report

In the latest survey, US job satisfaction rose slightly for the fourth consecutive year to the highest level since 2008. The increase may be partly due to the tightening labor market.

*CEO and Executive Compensation Practices: 2015 Edition*
27 August, 2015 | Key Findings

Total CEO compensation continues to grow, fueled by pension value adjustments, stock market performance, and peer pressure. In 2014, it soared 11.9 percent from 2013 and 34.7 percent from 2010.

*The Conference Board Economics Watch® Emerging Markets View*
25 August, 2015 | Economics Watch Reports

There are strong headwinds ahead for major emerging economies.
The economy continues on a moderate path buffeted by weak growth abroad and weak investment at home.

**China Center Data Flash - 7% questionable for Q2...but June did see a touch of sequential acceleration**

The NBS reported that official GDP growth for the second quarter came in at 7 percent y-o-y, unchanged from the first quarter’s growth rate. Frankly, the headline growth print is suspect.

**China Center Quick Note: Beijing’s Pyrrhic Victory Over the Equity Rout**

While the ultimate outcome of this episode remains to be seen, we draw some interim conclusions regarding the outlook for China’s financial markets, the real economy, the MNC business environment, and the broader reform agenda.

**The Conference Board Economics Watch® European View**

The Euro Area economy remains on track for a modest recovery, despite the challenges from the Greek crisis.

**The Conference Board Economics Watch® Emerging Markets View**

Economic activity among major emerging markets continues to slow, with downside risks to outweigh upside in the second half of 2015.

**The Conference Board Economics Watch® United States View**

Moderate growth path ahead remains most likely scenario

**The Business Case for Corporate Investment in ESG Practices**

This report reviews empirical analyses of the return on investment in environmental, social, and governance initiatives and discusses why the positive correlations found by some academics remain disputed by others.

**China CEO Council Session Report -- Getting to a "New Normal"**

A summary of discussion points, learnings, business issues, poll results, and member insights from the June 11, 2015, China CEO Council in Shanghai.

**Public Intangibles: The Public Sector and Economic Growth in the SNA**

A framework for the analysis of public investments, tangible and intangible, for the economic analysis of impacts of public policies influencing economic growth.

**Faster Than Expected: The US Labor Market Continues to Tighten**

Need workers? Tight labor markets have become a problem for US employers. Unemployment, at 5.3 percent in June, continues to drop, making it harder to hire and keep qualified workers.

**On the Record with Paul Chodak: President and Chief Operating Officer, Indiana-Michigan Power**

Paul Chodak, president and COO of Indiana-Michigan Power, discusses with The Conference Board the challenges he faces running an electric utility.

**On the Record with Dan Reardon: CEO of North Highland**

Based on the CEO Challenge 2015 survey results, Dan Reardon, CEO of North Highland, shares his views on the multigenerational workforce, changing leadership needs, and maintaining strong customer relationships.

**Nielsen and the World Food Programme: Revolutionizing Data Collection**

Nielsen has collaborated with the World Food Programme to institute smart, effective data collection methodologies to help WFP improve its capacity to understand and serve the world’s hungriest people.

**China Center Data Flash: Growth is stabilizing temporarily on better policy coordination**

The rhetorical emphasis on “efficiency” and “effectiveness” has yet to be taken up in practice and belies the fact that central authorities are essentially relying on the same old, investment-centric playbook to stabilize the economy.

**The Conference Board Economics Watch® Emerging Markets View**

Emerging markets have been underperforming over the last year, adding increased downside risks to the global growth outlook.
We are living in an era of communication 2.0, and that changes the nature and responsibilities of the human resources function.

The US economy is on a more moderate growth path.

How do corporations authentically and effectively communicate the successes of their social initiatives and investments to stakeholders? Find out how leading organizations have effectively integrated promising communications practices into their work.

This report provides board members an overview of new risk oversight expectations, outlines potential handicaps they may encounter, and offers suggestions for overseeing their company’s risk culture.

Using The Conference Board indicator approach, this paper develops a scoreboard of indicators that should allow economists and analysts to improve their insights on the timing and speed of changes in the economic and business cycle conditions in the Gulf Cooperation Council region.

A summary of discussion points, learnings, polling results, and business implications from the China Center's fifth Deep Dive Exchange session, covering the evolving nature of compliance risks in China.

A growing body of research based on quantifiable bottom-line results shows that investments in environmental, social, and governance initiatives produce a positive impact on financial market performance.

The Euro Area economy remains on track for a modest recovery, despite the challenges from the Greek crisis.

From an international perspective, China’s capital-to-output ratio is comparatively much higher and its rate of “diminishing returns to capital” is comparatively much faster, suggesting acute inefficiency in Chinese capital investment.

Even as April saw a burst in new housing sales, fixed asset investment in real estate absolutely flatlined, growing at 0.5 percent y-o-y. This is the slowest rate of growth in almost 20 years.

The Conference Board Economics Watch® European View

Will the weak first quarter be followed by a bounce back?

China’s rising FDI numbers are used as strong evidence that things can’t be so bad for foreign investors and that the complaints and negative news stories are from an unrepresentative minority of foreign firms. But the numbers actually tell another story.

This report identifies work processes, tools, and experiences that can help practitioners build or strengthen sustainability programs in their companies.

This article assesses the typical structure of flagship programs and presents examples.
Economic growth in the Euro Area seems to be picking up, but further acceleration remains uncertain.

The US economy is slowing down relative to 2014.

Don't be fooled by the headlines: growth momentum is much weaker than the 7 percent y-o-y expansion of real GDP released by the NBS for Q1.

Strategy, structure, and staffing need to be integrally linked in organizational design. The last can be your greatest asset—or barrier. How do you conquer lack of understanding? It's a balancing act from start to finish.

The US economy seems to be slowing toward a medium-term growth trend, consumers have been the bright spot.

Emerging economies are facing increasing economic and political challenges in 2015, with the US Fed’s decision further testing their financial stability

Assessing and communicating the business impact of social media requires assigning values to human reactions, establishing correlations, and adapting or rethinking traditional marketing metrics.

Price declines are widespread across cities in China, contrary to the view that real-estate bubbles are a more regional, than national, problem.

This article presents highlights from the winners of the 2014 Civic 50, which identifies the 50 most community-minded companies in the United States each year.

This article considers how companies can play an active role in facilitating the collection, management, and analysis of robust performance data by grantee recipients.

A summary of discussion points, learnings, business issues, poll results, and member insights from the December 2014 China Economists and Business Planners Roundtable.

This Giving Thoughts article considers how companies can play an active role in facilitating the collection, management, and analysis of robust performance data by grantee recipients.

A summary of discussion points, learnings, business issues, poll results, and member insights from the December 2014 China Economists and Business Planners Roundtable.
Key findings from the Sustainability Practices Dashboard 2015, the comprehensive database and online benchmarking tool that captures the most recent environmental and social practices by large public companies globally.

The Conference Board Economics Watch® European View
23 February, 2015 | Economics Watch Reports

Modest upsides in the European economy materialize, as concerns over Greece remain.

The Conference Board Economics Watch® United States View
23 February, 2015 | Economics Watch Reports

The year 2015 is off to a good start, remaining fairly strong relative to long-term trend.

The Gateway to Effective Employee Engagement and Improved Performance: Insights from the 2014 Talent Acquisition and Onboarding Conference
19 February, 2015 | Conference KeyNotes

Companies are realizing the best talent is often already employed and that the best way to attract them is to have a strong talent brand.

China Center Data Flash: Despite the 2014 GDP print, weakness prevails in Q4
02 February, 2015 | China Center Publications

In January, the NBS announced that China’s Q4 GDP growth came in at 7.3 percent, unchanged from Q3, and leading to full-year growth of 7.4 percent for 2014. We are highly skeptical of this topline print. However, we do see some important trends.

China Center Chart of the Week: Household consumption in China remains highly concentrated
02 February, 2015 | China Center Publications

In 2014, just 34 out of 242 cities accounted for 50 percent of total retail sales in China. These 34 cities, in aggregate, boast a registered population of 338 million people.

Diversity on Corporate Boards: How Much Difference Does “Difference” Make?
30 January, 2015 | Director Notes

This report evaluates the case for diversity on corporate boards of directors in light of competing research findings and suggests strategies to promote more inclusive boards.

The Conference Board Economics Watch® United States View
23 January, 2015 | Economics Watch Reports

The year 2015 should finally see a stronger economic expansion.

The Conference Board Economics Watch® European View
23 January, 2015 | Economics Watch Reports

Quantitative easing, a low euro, and cheap oil provide modest upsides for an otherwise sluggish European economy.

Location Matters: Where America Is Moving
15 January, 2015 | The Demand Institute

Nearly half of all American households plan to move at some point in the future. While some will move for a larger or nicer home, or perhaps to purchase a home for the first time, three out of every four movers report that a location consideration is a reason for moving.

China Center Chart of the Week: Pricing for newly constructed real estate – between a rock and a hard place
08 January, 2015 | China Center Publications

Despite the apparent weakening of buyer sentiment towards real estate in China, average prices of newly constructed apartments reportedly dropped by only 3.2 percent in 2013, even though sales of new apartments reportedly dropped by 8.9 percent.

Navigating the Sustainability Transformation
05 January, 2015 | Director Notes

This report describes a four-stage model for companies to progress from engaging initially with sustainability to accelerating, leading, and, ultimately, transforming their businesses.

The Conference Board Economics Watch® European View
18 December, 2014 | Economics Watch Reports

Europe’s 2015 growth is poised for some strengthening, but maybe not enough to keep potential output from falling.

Creating the Right Voice and Content for Social Media
18 December, 2014 | Executive Action Report

Companies must craft the right brand voice and content to get a bigger impact from their social branding efforts. Firms are expanding their view of their customers for more opportunities to engage with them.

The Conference Board Economics Watch® United States View
18 December, 2014 | Economics Watch Reports

The US economy is poised to strengthen moderately while global headwinds provide some pushback

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The Conference Board Economics Watch® United States View
18 December, 2014 | Economics Watch Reports

The US economy is poised to strengthen moderately while global headwinds provide some pushback
China Center Quick Note: The AML Battleground - Looking Behind and Beyond the Current Regulatory Salvo
17 December, 2014 | China Center Publications

History suggests that current Anti-Monopoly Law (AML) machinations emanate from a deep love of and dependence on elite-controlled monopolies in China, and a deep hatred of foreign positions that contest them.

BoardAsia Newsletter
15 December, 2014 | Periodical

Major news covered in this issue includes an overview of the research report on The Long Soft Fall in Chinese Growth and highlights on The Conference Board Key Business Issues Briefings.

China CEO Council Session Report -- The China Dream for MNCs
08 December, 2014 | China Center Publications

A summary of discussion points, learnings, business issues, poll results, and member insights from the November 13, 2014, China CEO Council, hosted by Unilever in Shanghai.

Shareholder Proposals on Social and Environmental Issues
05 December, 2014 | Director Notes

Political spending and climate change, key topics during the proxy 2014 season, are expected to feature heavily again in 2015 shareholder proposals.

China Center -- What to Watch for: China's multilateral and regional trade negotiations
05 December, 2014 | China Center Publications

The political-economy factors driving China’s soft fall lead us to be skeptical that domestic-led economic reform will be possible. However, the potential for coercing certain reforms via an outside-in, WTO-style roadmap may still exist.

Journal of New Communications Research Volume 5 Issue 2 Winter 2014
01 December, 2014 | Periodical

The eighth edition of the JNCR examines, among other things, public perceptions of organizational social media use.

LinkedIn Dominates, Twitter Trends and Facebook Falls: The 2014 Inc. 500 and Social Media
01 December, 2014 | Research Report

This 2014 study is the result of a nationwide telephone survey about social media use by companies named by Inc. Magazine to the Inc. 500 list for 2014.

Millennials Transform Social Commerce: Hashtag 'Buy' Buttons?
01 December, 2014 | Research Report

If Facebook and Twitter move ahead with their plans to add “buy” buttons on social media, it could be a game changer in social commerce.

The 2014 Fortune 500 and Social Media: LinkedIn Dominates As Use of Newer Tools Explodes
01 December, 2014 | Research Report

The 2014 edition of this annual study finds Foursquare, Pinterest, and Instagram developing a strong list of users.

The State of Global Pro Bono
01 December, 2014 | Research Report

This report presents survey findings collected by PYXERA Global about global pro bono programs, their design and mission, cross-sector partnerships, and triple-benefit impact.

Communication Networks, ICT and Productivity Growth in Europe
01 December, 2014 | Economics Program Working Paper Series

What are the channels through which communication networks affect productivity growth?

China Center Data Flash: Slowing growth and weak loan demand trigger PBoC action
01 December, 2014 | China Center Publications

Despite a recent spate of large-scale infrastructure project approvals by the NDRC, economic growth continued on its downward trend, as Q4 started, and looks to have deteriorated further in November, prompting an interest rate cut by the central bank.

The Conference Board Economics Watch® European View
20 November, 2014 | Economics Watch Reports

The Euro Area recovery remains frail, but another recession is avoided.

StraightTalk® Global Economic Outlook 2015: Are We Asleep at the Wheel?
12 November, 2014 | StraightTalk®

While a cautious outlook for the global economy seems justified, does it cause us to leave opportunities on the table for too long?

Global Growth Projections for The Conference Board Global Economic Outlook 2015

This paper presents the methodology for The Conference Board Global Economic Outlook 2015, including projections for 11 major regions.

Proxy Voting Analytics (2010-2014)
There's been a fundamental shift in the type of resolutions shareholders submit, and activists are increasingly using social media to agitate for change outside of the AGM, 2014 data show.

**China Center Chart of the Week: China’s growth rate for R&D investment is not exceptionally fast**
29 October, 2014 | China Center Publications

Science policy analysts are concerned that, if China keeps expanding R&D investment at its current rate, China will surpass the United States in R&D spending in the near future. Our research suggests otherwise.

**The Conference Board Economics Watch® United States View**
23 October, 2014 | Economics Watch Reports

The outlook for the US economy is unchanged, despite financial market turmoil.

**Taming the Change Tiger: Transforming Chaos and Uncertainty into Opportunity**
16 October, 2014 | Council Perspectives

Organizations need to change the way they change—to redefine a broader, more accountable, enterprise-wide approach that rides the chaos and achieves the best result.

**The Conference Board Economics Watch® European View**
08 October, 2014 | Economics Watch Reports

Expectations about more monetary stimulus mount in an extremely fragile European economy.

**Human Capital Analytics @ Work, Volume I**
06 October, 2014 | Research Report

Six high-profile companies describe how they use human capital analytics at their organizations and offer advice on how you can best implement it at yours.

**Measuring the Impact of Corporate Social Investments**
26 September, 2014 | Research Report

Social change is inherently difficult to capture, but there is growing interest among corporate social investors in demonstrating actual deeper impact. This report highlights select aspects of measurement and provides guidance.

**The Conference Board Economics Watch® United States View**
24 September, 2014 | Economics Watch Reports

GDP growth acceleration loses steam as the economy gets closer to full capacity.

**The New Imperative: Driving Performance, Connecting to Value**
23 September, 2014 | Conference KeyNotes

Companies increasingly view health care as an important investment and want a greater return: they are still keenly interested in lowering costs but are also demanding better performance and value from providers.

**Proxy Voting Analytics (2010-2014): Executive Summary**
17 September, 2014 | Executive Summary

There's been a fundamental shift in the type of resolutions shareholders submit, and activists are increasingly using social media to agitate for change outside of the AGM, 2014 data show.

12 September, 2014 | Human Capital in Review

This publication is designed for busy human capital executives who value selected, thoughtfully summarized article reviews of what is happening in the area of human capital analytics.

**China Center Special Briefing Paper: Re-Estimating Chinese Productivity**
02 September, 2014 | China Center Publications

In this second part of our Special Briefing Paper series, Dr. Harry X. Wu, Senior Advisor to the China Center, presents the second stage of findings from his 30-year-long work program to re-estimate the quantity and quality of Chinese economic growth.

**A Beginner's Guide to Measuring Social Value**
29 August, 2014 | Research Report

Learn the basics of measuring social value in this edition of the Giving Thoughts series.

**Designing Global Businesses for Innovation and Growth**
27 August, 2014 | Research Report

Organization design can support innovation within a company. It creates the context for innovative activity and the means for delivering results to customers. But the alignment between organization design structures and innovation strategy can break down.

**The Conference Board Economics Watch® United States View**
24 August, 2014 | Economics Watch Reports

The economy appears to be building momentum toward higher growth.

**China Center Data Flash: Q2 Mini-stimulus already losing steam**
18 August, 2014 | China Center Publications

July data showed a clear sequential slowdown for the domestic side of China’s economy, with industrial production, investment, and
consumer purchases all slowing in the month.

**China Center Chart of the Week: Credit growth in H2 – onward and upward**
13 August, 2014 | China Center Publications

As long as China’s current credit dynamics remain in play – and the credit intensity of growth continues to rise – fundamental reforms will necessarily have to be sidelined.

**China CEO Council Session Report -- Facing Change: Sustaining and driving growth during uncertain times in China**
06 August, 2014 | China Center Publications

A summary of discussion points, learnings, business issues, poll results, and member insights from the June 12, 2014, China CEO Council, hosted by The Conference Board in Beijing.

**The Conference Board Economics Watch® European View**
30 July, 2014 | Economics Watch Reports

Slow economic growth and disinflation continue through summer, keeping pressure on the European Central Bank.

**The Conference Board Economics Watch® United States View**
22 July, 2014 | Economics Watch Reports

The growth paradox of slow GDP and strong employment.

**Managing Supply Chain Sustainability and Risk**
11 July, 2014 | Director Notes

Addressing supply chain risk and sustainability in isolation may put a firm at considerable risk. Companies should pursue strategies that recognize that supply chain risk and sustainability are inextricably intertwined.

**Is This the End of Work? Information Technologies and Labor Market Disruption: A Cross-Atlantic Conversation**
09 July, 2014 | Executive Action Report

So far, the digital revolution has produced technology but not jobs. What is the impact of technology on employment? Leaders from Canada, Europe, and the United States tackle this question.

**The Conference Board Economics Watch® European View**
01 July, 2014 | Economics Watch Reports

As the European Central Bank takes action for more support, the European economic outlook remains weak.

**China Center Data Flash: May data – the good, the bad and the ugly**
24 June, 2014 | China Center Publications

Sequential activity for industry and consumption clearly improved in April and May, but the investment environment remains weak overall.

**Interim CEO: Reasonable Choice or Failed Selection?**
20 June, 2014 | Director Notes

This report examines antecedents and consequences of interim CEO selection to provide boards the evidence needed to make informed decisions about CEO succession.

**The Conference Board Economics Watch® United States View**
20 June, 2014 | Economics Watch Reports

The U.S. economy is gaining traction heading into the second half of the year.

**China Center Quick Note: The Opportunity in Xi’s “Re-Reform”**
11 June, 2014 | China Center Publications

Chinese President and Party Secretary Xi Jinping is indeed undertaking “reform” – it just doesn't involve marketization or more conformity with Western norms, at least not yet.

**Global Economic Growth Scenarios 2020: The Impact of Investments and Reforms across Seven Major Regions**
11 June, 2014 | Research Report

This report presents analysis of the global economy and seven major world economies—including four scenarios that depend on policy effects—so that leaders can make decisions that foster growth.

**Nobody's Perfect: Overcoming the Limitations of External Labor Data to Drive Better Business Decisions**
11 June, 2014 | Research Report

This report details how to skillfully combine data from a variety of sources to inform HR strategy and business decisions.

**China Center Commentary: China LEI showing more sluggishness ahead**
09 June, 2014 | China Center Publications

Risks to the downside are rising, with real estate at the top of the list of catalysts.

**China Center Special Briefing Paper: Re-Estimating Chinese Growth**
09 June, 2014 | China Center Publications

How fast has China’s economy really grown? The accuracy of any country’s GDP estimate is of critical importance to the business and policy community, both in-country and globally. [NOTE: updated version as of 20 June 2014]

**Defining Impact**
02 June, 2014 | Research Report
This report explores current definitions of impact in philanthropy and international development, with a particular focus on the ways impact definition can affect work serving women and girls.

The Conference Board Economics Watch® European View
02 June, 2014 | Economics Watch Reports

An acceleration of growth seems unlikely in Europe.

Proxy Voting Fact Sheet (May 2014)
29 May, 2014 | Proxy Voting Fact Sheet

Efforts to improve communication with investors following say-on-pay appear to have paid off. The volume of shareholder proposals declined significantly for meetings held during the first four months of 2014.

The Conference Board Economics Watch® United States View
27 May, 2014 | Economics Watch Reports

The US economy is bouncing back this quarter to a growth rate above its long-term potential. This result is due to the recovery from a severe winter and the release of pent up demand.

Building the Foundation of an Innovative Culture: Human Capital's Role in Making It Happen
23 May, 2014 | Executive Action Report

Although most organizations agree that innovation is important for sustainability and growth, few do it well. To help reverse that trend in your organization, this report presents four recommendations and examples from top companies for innovation.

Productivity and Digitalisation in Europe: Paving the Road to Faster Growth
21 May, 2014 | Research Report

Productivity growth is the key to returning to a sustainable growth path in Europe, according to this policy brief, a joint publication between the Lisbon Council and The Conference Board.

A Standard for Social Impact Reporting
01 May, 2014 | Research Report

The Social Reporting Standard (SRS) offers a standardized reporting tool that can be used across multiple applications.

From a Buyer’s Market to a Seller’s Market: Declining Unemployment and Evolving Labor Shortages in the United States
01 May, 2014 | Executive Action Report

Demographic trends and the imminent departure from the workforce of the baby boom generation point to the emergence of a “sellers’ market” when it comes to skilled talent.

The Conference Board CEO Challenge® 2014: Latin America Edition
30 April, 2014 | Research Report

This report provides an analysis of survey results from the Latin America region, providing a unique vision that top executives share in these emerging markets.

What's the Big Idea? Stuart Crainer sees more interest in management thinking than ever before.
28 April, 2014 | The Conference Board Review

UK writer Stuart Crainer explains rising interest in management thinking and what his Thinkers50 project aims to accomplish.

They Can Handle the Truth: In uncertain times, how to handle your employees' insecurity.
28 April, 2014 | The Conference Board Review

Amid uncertainty and sinking morale, the most effective way to rid an organization of fear of the unknown is simple: tell people the truth.

A Slow Transition: Economist Bart van Ark sees global growth picking up speed—just not as fast as anyone wants.
28 April, 2014 | The Conference Board Review

In a Q&A, Bart van Ark, chief economist of The Conference Board, discusses and expands on his 2014 global economic forecast.

Where's the Good Pizza Here? That and other, more serious, concerns your company must address when relocating people.
28 April, 2014 | The Conference Board Review

If you manage employees who are considering a domestic move, be prepared to think about the concept of domestic culture shock.

The Conference Board Economics Watch® European View
28 April, 2014 | Economics Watch Reports

Headwinds Are Affecting Growth Expectations for Europe

Unlock Talent Potential to Drive Business Success: Insights from The 2014 Talent Management Strategies Conference
28 April, 2014 | Conference KeyNotes

A company’s best defense for meeting a rapidly changing business environment is to have a strong succession plan and a pipeline of “ready-now” employees who can step into vacant positions.

China Center Chart of the Week: Assessing local debt risks and opportunities – regional debt and real estate dynamics
28 April, 2014 | China Center Publications

We are only now beginning to see the dominoes fall when it comes to companies defaulting on various financial products, which suggests how a financial crisis may occur in China.
How Do Financial Markets Respond to Corporate Sustainability Disclosure?
25 April, 2014 | Director Notes

While established evidence shows that bad corporate environmental news is punished by the market, emerging evidence shows that, in some instances, superior environmental performance may also be punished.

Picture This: Top Charities Master Visual and Social Media
23 April, 2014 | Research Report

Video is the number one social media tool among top charities, according to a study by the Center for Marketing Research at the University of Massachusetts-Dartmouth.

The Conference Board Economics Watch® United States View
22 April, 2014 | Economics Watch Reports

Economic growth is poised for some solid gains. The housing and labor markets are the keys to this improvement. The current path also suggests increased business investment for the remainder of the year.

The Conference Board CEO Challenge® 2014: ASEAN Edition
22 April, 2014 | Research Report

CEOs in ASEAN are seeking strong business leadership that is able to drive change and not afraid to boldly innovate (and even fail) in a performance-focused environment.

International Indexes of Consumer Prices 2013
14 April, 2014 | Research Report

Based on price indexes compiled by The Conference Board International Labor Comparisons program, average annual inflation in 2013 slowed in 13 of the 16 economies compared.

Corporate Governance Practices in US Initial Public Offerings
07 April, 2014 | Director Notes

A review of the largest US initial public offerings shows that newly public companies have a great deal of latitude in designing their governance structures, at least at the time of their IPO.

China Center Quick Note: RMB band-widening -- Short-term volatility, long-term vulnerability
04 April, 2014 | China Center Publications

The Chinese central bank announced a widening of the daily trading band for the US-CNY exchange rate last month. What are the ramifications of this change for economic policy?

China Center Quick Note: Don’t Hold Your Breath for the Emerging Market Sell Off
04 April, 2014 | China Center Publications

In recent weeks, fears of a sharp correction in emerging market financial conditions caused by the Fed’s change in its monetary policy have caused consternation among investors and policy makers.

Data Collection and Analysis in Philanthropy
01 April, 2014 | Research Report

This report looks at the value of data collection and analysis for philanthropic foundations and philanthropists, and it examines how that information could be used for more purposeful grant making.

CEO Challenges in the Gulf Region
01 April, 2014 | CEO Challenge®

CEOs in the Gulf region reported a significantly different set of priorities than did CEOs globally, with strategies that reflect the particular business challenges of a resource-rich, energy-dependent region.

The Conference Board Economics Watch® European View
28 March, 2014 | Economics Watch Reports

While Europe’s short-term outlook continues to improve, risks to a sustained recovery persist.

The Conference Board Economics Watch® Emerging Markets View
28 March, 2014 | Economics Watch Reports

Emerging markets (EM) face a bumpy recovery road ahead, and impact on global economy in 2014 could be more significant than expected.

Connect, Converse, Create: How Companies Can Generate Value through Internal Social Collaboration
26 March, 2014 | Research Report

This report explores why internal social collaboration (ISC) is necessary in the modern workplace, and examines how organizations can increase its adoption and engineer ISC for success.

The Conference Board Economics Watch® United States View
25 March, 2014 | Economics Watch Reports

We view the winter slowdown in economic activity as a temporary pause. The eventual arrival of warmer spring weather should propel the housing and labor markets forward.

China Center Chart of the Week: Labor productivity growth in China continues to slow – even from its low base level
24 March, 2014 | China Center Publications

Labor productivity is a critical indicator because it is strongly related to living standard measures. The higher the relative level of labor
productivity, the greater the chance for economic expansion.

**Charting International Labor Comparisons**
21 March, 2014 | Research Report
Compare national labor markets and international competitiveness through charts and accompanying insights. Charts highlight labor costs, labor productivity, and other comparable indicators for up to 38 countries, including emerging economies.

**China Center Chart of the Week: Moderating consumption growth rate evident in Chinese New Year’s data**
05 March, 2014 | China Center Publications
Although the growth rate remains robust, it is the lowest nominal year-on-year expansion for Chinese New Year sales in over a decade.

**Closing the Digital Entrepreneurship Gap in Europe: Enabling Businesses to Spur Growth**
04 March, 2014 | Executive Action Report
Small innovative companies in the information and communication technology (ICT) sector play an important role in energizing economic growth, but face many barriers, especially in Europe.

**The Conference Board Economics Watch® United States View**
04 March, 2014 | Economics Watch Reports
We view the current slowdown in economic activity as a temporary pause. The inclement winter weather is depressing economic activity, thus we expect a rebound when warmer temperatures arrive in the spring.

**Classifying Social Impact Measurement Frameworks**
03 March, 2014 | Research Report
This issue of *Giving Thoughts* analyzes and classifies 30 social impact measurement frameworks.

**The Conference Board Economics Watch® European View**
28 February, 2014 | Economics Watch Reports
The outlook for the European economy continues to improve, but headwinds persist.

**A Tale of 2000 Cities**
25 February, 2014 | The Demand Institute
A study of how the sharp contrast between successful and struggling communities is reshaping America.

**Developing an Effective Climate Change Strategy**
25 February, 2014 | Director Notes
Climate change mitigation and adaptation strategies are becoming increasingly important. This report details eight steps for developing such strategies and provides examples of companies that have done so.

**How Teleworking Works Best: Organizational Shifts Ahead**
13 February, 2014 | Executive Action Report
As more people work from remote locations and are no longer tethered to brick and mortar facilities, flexible work arrangements like telework will simply be the way work is done.

**The Conference Board Economics Watch® European View**
07 February, 2014 | Economics Watch Reports
The European recovery continues to be slow, even though optimism increases.

**The Conference Board Economics Watch® Emerging Markets View**
07 February, 2014 | Economics Watch Reports
Emerging markets weakened in 2013, and there will only be moderate improvement in 2014.

**China's Growth and Productivity Performance Debate Revisited - Accounting for China’s Sources of Growth with a New Data Set**
05 February, 2014 | Economics Program Working Paper Series
by Harry X. Wu January 2014 - EPWP #14 – 01
There are several problems with official Chinese economic data that are often overlooked, including structural breaks in employment statistics and implausibly high labor productivity figures related to “nonmaterial” services.

**The Conference Board Economics Watch® United States View**
04 February, 2014 | Economics Watch Reports
Economic growth was stronger than anticipated in the second half of 2013, and the faster pace of economic growth is expected to continue into 2014, although downside risks remain.

**The Conference Board CEO Challenge® 2014: People and Performance**
04 February, 2014 | Executive Summary
While CEOs see talent as the critical link in meeting their top business challenges, the 2014 CEO Challenge survey results show a heightened focus on customers and reputation and less concern about regulation and external risk.

**Deconstructing Impact Investing**
03 February, 2014 | Research Report
This report, which inaugurates The Conference Board Giving Thoughts series, sheds light on the concepts of enterprise, investment, nonmonetary impact, and the key requirement of "additionality."

China Center Commentary: December LEI Points to a Weak Start in the Year of the Horse
03 February, 2014 | China Center Publications

For the first time in nine months, the credit component of The Conference Board Leading Economic Index® (LEI) for China offered the only significantly positive contribution in December.

The Conference Board CEO Challenge® 2014: People and Performance
08 January, 2014 | CEO Challenge®

While CEOs see talent as the critical link in meeting their top business challenges, the 2014 CEO Challenge survey results show a heightened focus on customers and reputation and less concern about regulation and external risk.

Risk Oversight: Evolving Expectations for Boards
06 January, 2014 | Director Notes

Evolving expectations for oversight of management’s risk appetite and tolerance present challenges for boards. Boards should consider an objective-centric approach that links retained risks to strategic and foundation business objectives.

The Conference Board Economics Watch® European View
24 December, 2013 | Economics Watch Reports

Europe sets on a path of moderate growth for 2014. Financial stabilization will positively contribute to this outlook, although some obstacles still remain.

The Conference Board Economics Watch® United States View
20 December, 2013 | Economics Watch Reports

Despite upward revision of GDP growth performance in Q3 and the Fed's decision to start to taper its quantitative easing, GDP growth for 2013 will finish on a weak note.

Developing Leaders: Voices from India
16 December, 2013 | Research Report

Leadership development is more critical than ever—and some companies have cracked the code. Learn what top companies in India are doing now to prepare tomorrow's leaders.

Board Accountability in the Current Governance Landscape
09 December, 2013 | Director Notes

Institutional investors are looking more deeply into boardroom activities and are more willing to target individual directors deemed responsible for policy failures or poor performance.

Reframing the Issue: New Ways to Think about Cyber Risk and Security
03 December, 2013 | Council Perspectives

Cyber risk is just one of many operational risks, and, from a business viewpoint, mitigation of cyber risk should focus on fundamental risk management, corporate resilience, and managing human behavior.

The Shale Gas Boom and Other Uncertainties in U.S. Energy Markets
03 December, 2013 | KnowlEdge Series Summaries

Energy supply/demand dynamics have become more complex, markets are more volatile, and key points of energy policy are still undetermined. Companies should use scenario plans under these conditions.

Journal of New Communications Research Volume 5 Issue 1 Winter 2013
01 December, 2013 | Periodical

The seventh edition of the JNCR examines, among other things, young American consumers' online privacy concerns, trust, risk, social media use, and regulatory support.

LinkedIn Rules But Sales Potential May Lie with Twitter: The 2013 Inc. 500 and Social Media
01 December, 2013 | Research Report

The study examines the Inc. 500 to quantify their adoption of social media tools and technologies, as well as plans for investing in, monitoring, and measuring their online strategies.

The Social Workplace Trust Study
01 December, 2013 | Research Report

The workplace has always been a social place, but what effect do workplace trust, passion, and social media have on employee activities and attitudes?

2013 Are Bullish on Social Media: Big Companies Get Excited About Google, Instagram, Foursquare and Pinterest
01 December, 2013 | Research Report

Twitter is used by 77 percent of Fortune 500 companies, making it their first choice in social media tools, followed by Facebook and YouTube, according to a study by the University of Massachusetts-Dartmouth.

College Presidents Out-Blog and Out-Tweet Corporate CEOs as Higher Ed Delves Deeper into Social Media to Recruit Students
01 December, 2013 | Research Report
Fifty-eight percent of college presidents post on Facebook, 55 percent tweet, and 35 percent host their own blog, according to a study by the University of Massachusetts-Dartmouth.

**China Center Commentary: The Muddle Kingdom -- LEI growth slows as policy inertia persists**
27 November, 2013 | China Center Publications

The Conference Board Leading Economic Index® (LEI) for China slowed in October due to weaker real estate activity.

**The Conference Board Economics Watch® United States View**
26 November, 2013 | Economics Watch Reports

The U.S. economy is ending 2013 with slow growth, in line with the overall sluggish performance for the year as a whole. However, stronger employment data and manufacturing surveys point to moderately firmer growth in 2014.

22 November, 2013 | Human Capital in Review

How will the new health care laws affect individual companies? The sea change underway presents implementation and retention challenges for businesses within and outside the health care sector.

**Brands as Productive Assets: Concepts, Measurement, and Global Trends**

by Carol A. Corrado and Janet X. Hao

This paper finds that conventional measures misrepresent brand spending trends in the United States because those metrics do not take into account increased spending on social media and strategic marketing.

**China CEO Council Insights: The Gateless Gate -- The Future for Foreign Investors in China**
14 November, 2013 | China Center Publications

A summary of discussion points, learnings, business issues, and member insights from the November 14, 2013, China CEO Council, convened by the Conference Board's China Center

**StraightTalk® Special Issue for All Members: Global Economic Outlook 2014**
12 November, 2013 | StraightTalk®


**The Conference Board CEO Challenge® 2013: Human Capital Practitioners Respond**
29 October, 2013 | Executive Action Report

According to an annual survey of chief executives, CEOs consider human capital their top challenge. How do their strategies to address this issue compare to those of human capital practitioners?

**The Conference Board Economics Watch® European View**
28 October, 2013 | Economics Watch Reports

The Euro Area outlook continues to improve, as a sluggish recovery seems underway. Even though Euro Area GDP improved in the second quarter, other important indicators still remain very weak.

**Brave New World: Recruiting Talent in the Digital Age**
18 October, 2013 | Research Report

To be effective, online talent acquisition needs to be aligned with and integrated into your company's overall brand and social marketing objectives and practices.

**The Conference Board Economics Watch® United States View**
15 October, 2013 | Economics Watch Reports

Even with the government poised to re-open fully, the short-term shutdown likely shaved 0.45 percentage points from Q4 GDP growth, leaving it at a sluggish 1.7 percent annualized rate.

**Deep Dive Exchange Insights: Wage Escalation in China -- What Assumptions Make Sense for the Future?**
10 October, 2013 | China Center Publications

A summary of discussion points, learnings, business issues, and implications from the China Center's October 2013 Deep Dive Exchange session on wage escalation in China.

**How Teleworking Works Best: The Business Case**
09 October, 2013 | Executive Action Report

Key to gaining corporate advantage from telework is understanding which jobs can be done remotely from the primary corporate locations and what skills and practices are required to support them.

**The Conference Board Economics Watch® - European View**
26 September, 2013 | Economics Watch Reports

The economic outlook for Euro Area economies continues to improve, though growth for the region as a whole should be slow for the rest of 2013.

**Strategic Talent Management: Where We Need to Go**
25 September, 2013 | Research Report

Systems thinking, a talent for data analysis, and change management skills are two of the critical competencies that talent management
Leaders need to contribute to and enhance business outcomes.

**Addressing National Talent Shortages: What Countries Are Doing, What Companies Can Learn**
17 September, 2013 | Research Report
Companies can learn a lot about effective strategic workforce planning by looking at the steps India, Canada, and Singapore are taking to shore up their future talent supply needs.

**What Is Human Rights Risk? Should My Company Be Concerned about It?**
10 September, 2013 | Executive Action Report
Explore what human rights risk is, why companies should care, and how they can incorporate human rights due diligence into their business processes.

**The Conference Board Economics Watch® - European View**
29 August, 2013 | Economics Watch Reports
The Euro Area economy has started to recover, though growth will probably remain slow for the rest of 2013, with improved business and consumer confidence offset by slowing growth in emerging markets, high unemployment, and potential financial risks.

**China Center Commentary: Real estate and infrastructure investment -- risky wildcards for growth**
26 August, 2013 | China Center Publications
Interpretive Comments on The Conference Board Leading Economic Index® for China, August 2013 (July data)

**The Conference Board Economics Watch® United States View**
21 August, 2013 | Economics Watch Reports
The U.S. economy is poised to accelerate to a moderately faster 2.5 percent annualized pace in the second half of the year, after strong fiscal headwinds held back growth in the first half of the year to a tepid 1.4 percent.

**Generating Value for Investors and Society**
06 August, 2013 | Director Notes
Corporate social responsibility (CSR) needs to cohere with primary business operations. During the process of strategic development, CSR can be built into the business model so its impact is beneficial.

**The Conference Board Economics Watch® United States View**
02 August, 2013 | Economics Watch Reports
Despite weak GDP growth recorded over the past three quarters, including the sluggish 1.7% advance in Q2, we expect economic growth to accelerate in the second half of 2013 as the fiscal headwinds diminish.

**The Social Business Benchmark Study: 2013 Preliminary Findings**
31 July, 2013 | Research Report
The Social Business Benchmark examines what companies are doing with their social business activities to benchmark organizations’ readiness for social business and to provide future guideposts.

**The Conference Board Economics Watch® - European View**
30 July, 2013 | Economics Watch Reports
The Euro Area’s economic contraction could end in the near term thanks to improving financial stability and confidence, but slowing global growth and a weak investment environment remain headwinds.

**The Conference Board CEO Challenge® 2013: India Edition**
25 July, 2013 | CEO Challenge®
CEOs in India rank Human Capital, Global Political/Economic Risk, Innovation, Operational Excellence, and Government Regulation as their top challenges. Their strategies to meet these challenges reflect the uniqueness of the Indian economic environment.

**China Center Data Flash: Ongoing slowdown with a nod to financial reform**
23 July, 2013 | China Center Publications
Data Flash is a brief interpretive summary of China’s official monthly economic data release -- June 2013

**The Conference Board CEO Challenge® 2013: ASEAN Edition**
16 July, 2013 | CEO Challenge®
An analysis of the 183 responses from CEOs in the ASEAN region, including results from this year’s special question on the upcoming economic community integration.

**Letting Go: When and how to drop a business that isn't working anymore**
15 July, 2013 | The Conference Board Review
When and how to drop a business that isn't working anymore.

**Why Bother Doing Strategy?**
15 July, 2013 | The Conference Board Review
Despite its flaws, strategy planning is the only way to figure out what to pay attention to—and how to get better.

**The Conference Board CEO Challenge® 2013: Countering the Global Slowdown**
09 July, 2013 | CEO Challenge®
Unlike last year, CEOs are looking inward for solutions to slow economic growth and focusing on people and processes—and less concerned about external factors such as risk and regulation.

**The Conference Board Economics Watch® - European View**
28 June, 2013 | Economics Watch Reports
The Euro Area economy remains in contraction, but financial stability, as well as rising business and consumer confidence could accommodate a cautious recovery, especially if borrowing conditions for businesses improve.

The Conference Board Economics Watch® United States View
25 June, 2013 | Economics Watch Reports
After several years of restructuring, the U.S. private sector shows continued signs of strengthening. We believe the Fed’s forecasts look overly optimistic, and thus, expect the sequester spending cuts to slow the economy for the remainder of 2013.

Better Together: Advancing Diversity & Inclusion through Analytics and Strategic Workforce Planning
20 June, 2013 | Executive Action Report
Combining human capital analytics and strategic workforce planning best practices can inform and improve diversity and inclusion initiatives.

Strategic Leadership Development: Global Trends and Approaches
07 June, 2013 | Research Report
The view of current global practices in leadership development and in-depth analysis of different regional leadership development approaches this report provides can help organizations improve their leadership development initiatives.

Understanding Business Cycles: The Indicators Approach to Forecasting for Agility
05 June, 2013 | Research Report
Anticipating economic changes can enable companies to respond with agility in a dynamic business environment. This collection offers insight into how the indicator approach demystifies shifts in the business cycle.

The Conference Board Economics Watch® - European View
03 June, 2013 | Economics Watch Reports
This report includes: The Conference Board’s May forecast for the Euro Area economy, a description of how debt-to-GDP ratios for Spain and Germany will evolve over the long term, and the policy implications of these debt projections.

The Conference Board Economics Watch® United States View
31 May, 2013 | Economics Watch Reports
We continue to forecast that the headwinds from the spending sequester cuts will slow economic activity. This issue also includes an update of our framework that offers a way for the U.S. to address its long-term fiscal issues.

The Conference Board Economics Watch® - European View
01 May, 2013 | Economics Watch Reports
A recovery for the Euro Area has been delayed in part by continued weakness in business confidence. This issue also explores how prices and supplies of oil and natural gas may affect long-term growth prospects of Europe's economies.

The Conference Board Economics Watch® United States View
30 April, 2013 | Economics Watch Reports
Once again economic activity started off the year on strong footing, to only lose steam heading into springtime. In this issue we also examine the shale gas and oil revolution to see if it can really be a game changer.

Managing the Total Workforce: Bringing Contingent Labor inside the Strategic Workforce Planning Tent
08 April, 2013 | Research Report
Creating a total workforce management framework gives companies a holistic understanding of how they use talent today and helps them evaluate future options.

Looking before You Leap: SWP and Offshoring Location Decisions
05 April, 2013 | KnowlEdge Series Summaries
HR executives and strategists can contribute to their company’s location strategy.

The Conference Board Economics Watch® - European View
02 April, 2013 | Economics Watch Reports
High youth unemployment and long-term demographic trends are both blocking a recovery in Euro Area household consumption.

The Conference Board Economics Watch® United States View
25 March, 2013 | Economics Watch Reports
The domestic private sector of the U.S. economy has shown great resilience in the face of ongoing global uncertainty and dysfunctional government policy. However, we maintain our cautious economic outlook for 2013.

The 2013 Talent Management Strategies Conference KeyNotes Report
18 March, 2013 | Conference KeyNotes
Innovating Talent Solutions to Deliver Results

The Conference Board Economics Watch® United States View
05 March, 2013 | Economics Watch Reports
U.S. economy still not fully in the clear with both the private sector and labor market far from robust and recently productivity growth has slumped. Moreover, dysfunctional government and tighter fiscal policy represent large downside risks.

The Conference Board Economics Watch® - European View
28 February, 2013 | Economics Watch Reports
Recent changes in competitiveness measures for Euro Area economies provide another signal that economic outlook is improving, but weak long-term productivity growth represents important constraint on speed and strength of any recovery.

Going Public on HR Data Privacy: Implications for Human Capital Analytics and Strategic Workforce Planning
Many HR organizations are skittish about collecting certain types of employee data, especially when they plan to integrate it across national borders. 

**The Conference Board Economics Watch® - European View**
31 January, 2013 | Economics Watch Reports

Results from The Conference Board CEO Challenge® survey provide a perspective on how business leaders in Europe are responding to a more stable but still challenging economic environment in the Euro Area.

**The Conference Board Economics Watch® United States View**
25 January, 2013 | Economics Watch Reports

Growth rebounds in second half, after fiscal drag in first half. This issue also includes results from CEO Challenge® survey which shows businesses look at internal strengths to better compete in what is poised to remain a slow growth environment.

*A Rebuilding Year: In a slow-growth 2013, companies need to prepare for a new future.*
16 January, 2013 | The Conference Board Review

In TCB Review's annual Q&A with chief economist Bart van Ark, he elaborates on his generally downbeat 2013 global economic forecast.

**Five Years of Strategic Workforce Planning Research: What Have We Learned?**
16 January, 2013 | Research Report

Most companies that have begun implementing strategic workforce planning (SWP) still have a long way to go, five years of research collected on the topic indicates.

**The 2012 Organization Design Conference KeyNotes Report**
15 January, 2013 | Conference KeyNotes

Organization design is both a science and an art. The science includes using the new design to solve a business problem. The art involves building relationships and influencing others.

**China Center Data Flash: Fragility and uncertainty persist**
20 December, 2012 | China Center Publications

Data Flash is a brief interpretive summary of China’s official monthly economic data release -- December 2012 (November 2012 data)

**Underlying strengthening in U.S. economy will be delayed if fiscal drags become large**

**China Center LEI Commentary: Looking beyond month-to-month volatility – sustainability of current rebound not yet certain**
06 December, 2012 | China Center Publications

Interpretive comments on The Conference Board Leading Economic Index® (LEI) and The Conference Board Coincident Economic Index® (CEI) for China, November 2012 (October 2012 data)

**Social Media Setstle In Among the 2012 Inc. 500**
01 December, 2012 | Research Report

This study examined the Inc. 500’s adoption of social media tools and technologies, as well as their plans for investing in, monitoring, and measuring their online strategies.

**Social Media Surge by the 2012 Fortune 500: Increased Use of Blogs, Facebook, Twitter, and More**
01 December, 2012 | Research Report

The Fortune 500’s adoption of social media, including blogs, Twitter, Facebook, and YouTube, has increased over the past year, according to the latest benchmarking study.

**Higher Ed Documents Social Media ROI: New Communications Tools Are a Game Changer**
01 December, 2012 | Research Report

US colleges and universities are using Facebook, Twitter, YouTube, and downloadable mobile apps to recruit. At the same time, they're decreasing their use of newspaper, television, radio, and print.

**Electronic Publishing: The Year 2012 in Review**
01 December, 2012 | Research Report

This report examined the popularity of tablets and smartphones as a platform for the consumption of e-books in 2012.

**The Social Mind**
01 December, 2012 | Research Report

*The Social Mind* examines the relationships between individuals, organizations, thought leaders, and influencers that are evolving in new
and unforeseen ways due to social networks.

The Conference Board Economics Watch® - European View
30 November, 2012 | Economics Watch Reports
Policies implemented to control the financial crisis are partially succeeding, but have not yet improved confidence or growth prospects

The Conference Board Economics Watch® United States View
27 November, 2012 | Economics Watch Reports
Economic growth poised to rebound in the second half of 2013

Reading the Tea Leaves: The Impact of China’s Twelfth Five-Year Plan on Human Capital Challenges
27 November, 2012 | Research Report
This report highlights the human capital aspects of the plan that will have the greatest impact on business. Our analysis suggests current labor projections need to be interpreted with caution.

China Center Quick Note: China’s “Elections” and the Future of Reform
21 November, 2012 | China Center Publications
This Quick Note examines the policy imperatives for China’s new, recently “elected” leading group. MNCs should pay special attention to monitoring policy developments related to financial/credit market reform and State Owned Enterprise reform.

On the Record with Nick Konidaris
15 November, 2012 | Executive Action Report
This is a follow-up interview with one of the CEOs of a mid-market firm who participated in The Conference Board CEO Challenge 2012: Nick Konidaris, President and CEO of Electro Scientific Industries (ESI).

The Conference Board Economics Watch® - European View
02 November, 2012 | Economics Watch Reports
The financial crisis has spurred European leaders to consider hastening fiscal and regulatory integration, which has helped reduce financial instability. However, the poor performance of confidence indicators show that the Euro Area economy remains weak.

China Center LEI Commentary: Increase in LEI slows, as real estate gives back gains from August
01 November, 2012 | China Center Publications
Interpretive comments on The Conference Board Leading Economic Index® (LEI) and The Conference Board Coincident Economic Index® (CEI) for China, October 2012 (September 2012 data)

China Center Quick Note: The Fourth Estate and China’s Reform Agenda
31 October, 2012 | China Center Publications
This Quick Note asserts that the emerging Fourth Estate phenomenon -- deep, fact-based investigative journalism -- is extremely important for MNC business planners to monitor as a presage to policy leanings and political-economy trends in China.

The Conference Board Economics Watch® - United States View
26 October, 2012 | Economics Watch Reports
The U.S. remains poised to at least partially fall off the “fiscal cliff”.

What Do Corporate Directors and Senior Managers Know about Social Media?
24 October, 2012 | Director Notes
This report provides insights into how senior-level decision makers in North American companies view social media, and offers recommendations for implementing a social media strategy that ties in with corporate strategy and risk management practices.

The State of Human Capital 2012: False Summit
15 October, 2012 | Research Report
Responding in part to human capital executives’ stated frustrations, this report examines four opportunities for HC executives to better manage the global talent pool in an unpredictable business environment.

Are we there yet?
09 October, 2012 | StraightTalk®
The rebalancing that has occurred since the 2008–2009 global crisis has resulted in an unintended rebalancing of imbalances in savings, consumption, and growth potential.

Collapse: Alan Wurtzel helped make Circuit City a great company. And then he set out to learn why it failed.
08 October, 2012 | The Conference Board Review
A Q&A with Alan Wurtzel, former chairman and CEO of Circuit City and author of "Good to Great to Gone."

Think Different? Real diversity means getting past groupthink.
08 October, 2012 | The Conference Board Review
How is it possible that organizations have achieved outward diversity but not diversity of thought? This article explains.

The Marketing Monster: When executives begin to believe their own hype.
08 October, 2012 | The Conference Board Review
BP offers a cautionary tale about how a company can fall victim to its own deceptive empowerment marketing strategy. An excerpt from Jonah Sachs’ book “Winning the Story Wars.”

The Conference Board Economics Watch® United States View
28 September, 2012 | Economics Watch Reports
The ongoing weakness in the U.S. economy has prompted the Federal Reserve to unleash its third round of quantitative easing. However, more quantitative easing is not the panacea that will quickly boost the economy.
China Center LEI Commentary: Real estate perks up the LEI in August – but it is unlikely to last
28 September, 2012 | China Center Publications
Interpretive comments on The Conference Board Leading Economic Index® (LEI) and The Conference Board Coincident Economic Index® (CEI) for China, September 2012 (August 2012 data)

The Conference Board Economics Watch® - European View
28 September, 2012 | Economics Watch Reports
ECB's decision to buy short-term sovereign debt and progress towards creation of European Stability Mechanism (ESM) has improved prospects for resolving Euro Area financial crisis, though many obstacles remain.

The Conference Board Economics Watch® Emerging Markets View
26 September, 2012 | Economics Watch Reports
Emerging markets: staying competitive amid slowing growth

Talent Management Tomorrow: Seeing Around the Corner to Meet Strategic Business Needs
14 September, 2012 | Council Perspectives
This report, the work of eight councils of The Conference Board worldwide in the area of talent management, assesses the current state of the function and then “peeks around the corner” to see what challenges lie ahead.

Leveraging Corporate Security for Business Growth and Improved Performance: The Transformative Effect of 9/11
11 September, 2012 | Council Perspectives
Security has become a core function, embedded in disciplines like finance, law, human resources, quality, supply chain, marketing, and operations.

China Center LEI Commentary: A pick up in infrastructure investment remains the only driver of growth, but may ultimately become a burden
06 September, 2012 | China Center Publications
Interpretive Comments on The Conference Board Leading Economic Index® (LEI) and The Conference Board Coincident Economic Index® (CEI) for China, August 2012 (July 2012 data)

The Conference Board Economics Watch® - European View
29 August, 2012 | Economics Watch Reports
ECB promises to purchase short-term bonds of troubled countries has reduced financial instability for now. Long-term growth prospects in much of Euro Area remain uncertain, but expanding trade relations with China could help.

The Conference Board Economics Watch® United States View
24 August, 2012 | Economics Watch Reports
The U.S. economy suffers from a lack of consumer demand, a cautious corporate sector that is not spending or hiring, and high inventory levels that will hold back production activity going forward.

China Center Quick Note: The Missing Tea Leaves
17 August, 2012 | China Center Publications
This Quick Note examines perennial data gap issues in China, and, more recently, the trend of disappearing data. The note provides much needed context about the history, political framework and utility of data publication in China.

Handling a Corporate Crisis
15 August, 2012 | Director Notes
In today's climate, securities and financial firms are likely to face some enforcement proceedings that create a situation fraught with potential pitfalls. This report discusses 10 prescriptions for handling these situations well.

Education and Corporate Philanthropy: Focus Funding for Maximum Impact
09 August, 2012 | Council Perspectives
Developing a lens through which to evaluate each potential corporate philanthropy program is critical to success and maximizing impact.

China Center LEI Commentary: Real economic activity remains weak – credit alone drives the LEI in June
02 August, 2012 | China Center Publications
Interpretive Comments on The Conference Board Leading Economic Index® (LEI) and The Conference Board Coincident Economic Index® (CEI) for China, July 2012 (June 2012 data)

The Conference Board Economics Watch® - European View
31 July, 2012 | Economics Watch Reports
Measures taken at June 28-29 EU Summit represent steps in the right direction, but have so far failed to restore confidence.

The Conference Board Economics Watch® United States View
30 July, 2012 | Economics Watch Reports
The U.S. economy has no forward momentum and little help from monetary or fiscal policy. Future growth depends on whether U.S. businesses can escape the “commodity trap.”

China Center Quick Note: China's Consumption Paradox
16 July, 2012 | China Center Publications
This Quick Note examines and explains the structural factors constraining household consumption in China, and the challenges China faces in transitioning to a consumption-driven economy.

Strategic Workforce Planning across National Borders
09 July, 2012 | Research Report
Strategic workforce planning can play a valuable role by questioning the unexamined assumptions that business leaders may be making about the availability, quality, cost, and mobility of talent in critical locations.
China Center LEI Commentary: Accelerated bank lending supports LEI expansion in May
04 July, 2012 | China Center Publications
Interpretive Comments on The Conference Board Leading Economic Index® (LEI) and The Conference Board Coincident Economic Index® (CEI) for China, May 2012 data

The Conference Board Economics Watch® - European View
28 June, 2012 | Economics Watch Reports
Outlook for Euro Area has become worse due to both increased financial turbulence related to banking crisis in Spain and elsewhere, and the implementation of austerity measures which represent a drag on economic growth.

The Conference Board Economics Watch® United States View
22 June, 2012 | Economics Watch Reports
Winter optimism faded this spring. Recent economic data and rising uncertainty signal that the moderate acceleration in is unlikely. U.S. faces an enormous yearend fiscal cliff, but temporary measures should help avoid a large economic contraction.

Water Worries: How Incorporating Long-Term Risk into Strategic Planning Pays Off
11 June, 2012 | Council Perspectives
How companies manage risk, opportunity, and scarcity today will determine the long-term value they create for stakeholders and society, and the world’s dwindling water resources are a pivotal case in point.

The Conference Board Economics Watch® Emerging Markets View
01 June, 2012 | Economics Watch Reports
Emerging Market Growth to Gradually Slow in 2012, but Downside Risks Remain Strong

China Center LEI Commentary: LEI expands moderately, but component volatility offers little certainty
25 May, 2012 | China Center Publications
Interpretive Comments on The Conference Board Leading Economic Index® (LEI) and The Conference Board Coincident Economic Index® (CEI) for China, May 2012 (April 2012 data)

The Conference Board Economics Watch® United States View
22 May, 2012 | Economics Watch Reports
Recent employment, income, and business investment data indicate that economic growth is poised to dip below 2 percent in the current quarter, but trends in the leading economic indicators suggest that growth will accelerate modestly in the second half.

China Center LEI Commentary: Increased volatility will likely characterize the second quarter, just as it did the first
28 April, 2012 | China Center Publications
Interpretive Comments on The Conference Board Leading Economic Index® (LEI) and The Conference Board Coincident Economic Index® (CEI) for China, April 2012 (March 2012 data)

The Conference Board Economics Watch® United States View
25 April, 2012 | Economics Watch Reports
Despite some recent weakening in the economic data, the U.S. economy remains poised to re-accelerate in the second half of 2012. This month, we also examine shifts in global manufacturing competitiveness.

The Conference Board Economics Watch® - European View
24 April, 2012 | Economics Watch Reports
The Euro Area economy has faced additional instability during the past month after Spain revised its deficit target. This month, we examine how events in Spain and elections in France are affecting our outlook for the Euro Area economy in 2012.

China’s 12th Five-Year Plan – Implications for Human Capital
18 April, 2012 | China Center Publications
China’s 12th Five Year Plan emphasizes the “human factor” in economic development more than any previous FYP. This China Center report distills out the plan’s implications for human capital practitioners and executives concerned about HC issues in China.

Out of the West
02 April, 2012 | The Conference Board Review
Most future growth and innovation will be in developing countries—and according to Vijay Govindarajan, companies should waste no time setting up shop over there.

China Center LEI Commentary: Recent volatility in the LEI components underlines growing economic uncertainty
01 April, 2012 | China Center Publications
Interpretive Comments on The Conference Board Leading Economic Index® (LEI) and The Conference Board Coincident Economic Index® (CEI) for China (February 2012 data)

The Conference Board Economics Watch® - European View
27 March, 2012 | Economics Watch Reports
Though the Euro Area economy appears to be stabilizing, elevated unit labor costs may impair the region’s growth prospects. This month, we examine labor costs, unemployment measures, and actions European countries are taking to become more competitive.

The Conference Board Economics Watch® United States View
23 March, 2012 | Economics Watch Reports
Cautiously Optimistic Outlook

The Conference Board CEO Challenge® 2012: Risky Business—Focusing on Innovation and Talent in a Volatile World
20 March, 2012 | CEO Challenge®
According to respondents to The Conference Board CEO Challenge®, the race to innovate and the war for talent are just two of the
The 2012 Talent Management Strategies Conference KeyNotes Report
16 March, 2012 | Conference KeyNotes

When the C-suite gets seriously involved in talent planning, it is a good start. It’s even better when mid-level managers are taught to implement talent management tools and processes.

China Center QuickNote: China’s Soft Side
12 March, 2012 | China Center Publications

Transitioning China to a consumption led economy is not just a matter of ratcheting down investment and stimulating consumption, and containing the vested interests that would work to block this path. Indeed, this is the relatively easy part.

China Center QuickNote: World Bank “China 2030” report – the calls mount for economic reform
07 March, 2012 | China Center Publications

In this QuickNote we examine some of the World Bank’s key findings, analyzing them alongside The Conference Board’s own research, and highlight areas of particular interest to China Center members.

China Center LEI Commentary: China LEI points to increasing uncertainty amidst continued gradual slowing of the economy
06 March, 2012 | China Center Publications

Interpretive Comments on The Conference Board Leading Economic Index® (LEI) and The Conference Board Coincident Economic Index® (CEI) for China (January 2012 data)

Where Do SWP Leaders Come From?
28 February, 2012 | Executive Action Report

Conversations with strategic workforce planning (SWP) executives net insights about the skills and competencies needed to work in this field and the variety of paths that lead to careers as SWP leaders.

The Conference Board Economics Watch® United States View
23 February, 2012 | Economics Watch Reports

Increasing positive trends in the U.S. economy, but can they be sustained?

The Conference Board Economics Watch® - European View
19 February, 2012 | Economics Watch Reports

The ECB’s Longer-Term Refinancing Operations (LTROs) helped restore confidence. However, "troubled economies" must address structural and regulatory issues, which we address in this report.

The Conference Board Economics Watch® - European View
27 January, 2012 | Economics Watch Reports

The Euro Area looks to be in a mild recession

China Center LEI Commentary: Moderation in growth looks set to continue, despite the slight LEI uptick in December
21 January, 2012 | China Center Publications

Interpretive Comments on The Conference Board Leading Economic Index® (LEI) and The Conference Board Coincident Economic Index® (CEI) for China. (December 2011 data)

The Conference Board Economics Watch® United States View
18 January, 2012 | Economics Watch Reports

Caution, uncertainty, and volatility underscore 2012

China Center QuickNote: Returning Home—the conception of the Asian RMB and capital market zone
19 December, 2011 | China Center Publications

By Ken DeWoskin – Senior Advisor and China CEO Council Program Director, The China Center for Economics and Business

The Conference Board Economics Watch® United States View
12 December, 2011 | Economics Watch Reports

U.S. steps up while Europe slips

Journal of New Communications Research Anthology 2011
01 December, 2011 | Periodical

In this 2011 anthology edition of the JNCR, SNCR fellows examine, among other things, how to engage customers through Twitter and online behavioral targeting practices.

2011 State of the Future: Future Arts, Media and Entertainment
01 December, 2011 | China Center Publications

Music, media, and the arts remain powerful tools for bridging culture, sharing diverse values, and creating new visions for a more evolved and peaceful civilization.

Social Media Adoption Soars as Higher Ed Experiments and Rereevaluates Its Use of New Communications Tools
01 December, 2011 | Research Report

For US institutions of higher education, the competition for students is fierce. Survival often depends on engaging students through the use of social media and new communications tools.

The 2011 Fortune 500 and Social Media Adoption: Have America’s Largest Companies Reached a Social Media Plateau?
01 December, 2011 | Research Report
The report is the outcome of a statistically sound study of the 2011 Fortune 500. The study analyzed the number of followers and fans of corporate Twitter and/or Facebook accounts.

**e-Publishing Poised to Break Records Again in 2012**
01 December, 2011 | Research Report

Focusing on the e-publishing industry, this research considers the rise in e-book sales in the United States on the back of soaring tablet computer sales.

**CEO Challenge Reflections: How Socio-Economic Change Is Shaping Business Sustainability in China**
29 November, 2011 | Executive Action Report

For CEOs in China, the challenge of sustainability was ranked higher than anywhere else in the world. But how will business meet this challenge?

**The 2011 Corporate Contributions Report**
29 November, 2011 | Research Report

This report is based on the 2011 edition of The Conference Board Corporate Contributions Survey, which gathered data on charitable contributions made by U.S.-based companies in FY2010.

**The Conference Board Economics Watch® United States View**
21 November, 2011 | Economics Watch Reports

Economy on firmer footing, but sentiment still sour

**The Conference Board Economics Watch® United States View**
28 October, 2011 | Economics Watch Reports

Growth Still Stuck in the Slow Lane

**The Conference Board Economics Watch® - European View**
14 October, 2011 | Economics Watch Reports

The Debt Crisis and the Risk Of Recession Are Reinforcing Each Other

**Human Capital in Asia-Pacific, 2011-2013**
07 October, 2011 | Executive Action Report

Rapid growth in the Asia-Pacific region means that companies there are facing challenges in leadership development, talent acquisition, and retention.

**Get Social: A Guide to Creating Your Company's Social Media Strategy**
03 October, 2011 | Executive Action Report

Most organizations realize the importance of participating in social media but do not have a formal plan on how to make the most of it. This report discusses specifics and best practices for planning a social media strategy.

**The Conference Board Economics Watch® United States View**
30 September, 2011 | Economics Watch Reports

We are all in this together

**U.S. Workers Are Delaying Retirement: Who and Why, and Implications for Businesses**
09 September, 2011 | Economics Program Working Paper Series
by Gad Levanon and Ben Cheng, September 2011. - EPWP #11 – 02

**The Conference Board Economics Watch® United States View**
23 August, 2011 | Economics Watch Reports

Downgrade of U.S. Economic Growth

**China Center QuickNote: Planning for opportunities in the event of over-slowing in China**
08 August, 2011 | China Center Publications
By David Hoffman, Vice President and Managing Director of The China Center

**Theory to Practice: The Mismeasure of Management**
01 July, 2011 | The Conference Board Review

We require a more humbling recognition of the limits of what we can know.

**The Conference Board Economics Watch® United States View**
29 June, 2011 | Economics Watch Reports

Scaling back growth expectations

**The Conference Board Economics Watch® - European View**
28 June, 2011 | Economics Watch Reports

The 2011 GDP projection will prove easy to reach. Downside risks exist for 2012.

U.S. workers have been working longer and retiring later since the mid-1990s, but the Great Recession has put even greater pressure on workers to stay on the job.

**Strategic Workforce Planning Quarterly (Vol 3 Q1, 2011)**

This publication explores hot topics within strategic workforce planning research. This issue includes articles on: global talent shortages, regional human capital risk, applying SWP in governments, and best-in-class business intelligence.

**Supplier Diversity: Helping to Enhance the Corporate Brand**

This Council Perspectives points out how supplier diversity can create a competitive advantage for an organization and encourages leaders to think beyond the function's traditional role.

**Science, Philosophy, and Faith: The essence of management is knowing when to apply each.**

When deciding an issue, all too often the critical discussion is not, “What are the facts?” (science) or, “What do you believe?” (faith) but, “What are your premises?”

**The Conference Board Economics Watch® United States View**

U.S. economy to resume moderate growth

**The Conference Board Economics Watch® China View**

Tighter credit and weak consumer confidence, both reactions to high inflation, will probably create a drag on growth for Chinese economy in 2011.

**Watch What You Say!**

Business talk communicates less than you want—and more than you mean.

**The Fortune 500 and Social Media 2010: A Longitudinal Study of Blogging, Twitter and Facebook Usage by America's Largest Companies**

Use of blogs, online video, and podcasts continues to increase among the Fortune 500, but Twitter was the social media channel of choice in 2009.

**Social Media and College Admissions: Higher-Ed Beats Business in Adoption of New Tools for Third Year**

This research explores how social media is used by college admissions offices, including how they recruit in this new, highly networked, constantly "on" world.

**US Charities' Adoption of Social Media Outpaces All Other Sectors for the Third Year in a Row**

The nation's largest nonprofit organizations are using social media more than any other sector. Ninety-three percent of the top US charities now have a Facebook profile, and 87 percent have a Twitter presence.

**The 2010 Inc 500 Update: Most Blog, Friend and Tweet But Some Industries Still Shun Social Media**

The Center for Marketing Research at the University of Massachusetts-Dartmouth conducted an in-depth and statistically significant study on the use of social media in fast-growing corporations.

**Good Execution Isn't Just Stuff Leaders Delegate**
This report describes how SWP adds value by helping global companies make better business decisions. It details what it takes for companies to advance from a fledgling effort to a more robust version of SWP.

Strategic Workforce Planning Quarterly (Vol 2 Q1, 2010)

This publication explores hot topics within strategic workforce planning research. This issue includes articles on: business intelligence, workforce analytics, game theory, contingent workforce management, and human capital risk.

Key Findings From the 2009 Middleberg SNCR Survey of Media in the Wired World

This research examined the adoption of social media tools and technologies among journalists and their attitudes toward them. It also explored the effects citizen journalism has on their profession.

Social Media and College Admissions: The First Longitudinal Study

Colleges and universities are using social media to recruit and research prospective students, and it is becoming increasingly clear that online behavior can have important consequences for young people.

The Fortune 500 and Social Media: A Longitudinal Study of Blogging and Twitter Usage by America's Largest Companies

This study analyzes how the Fortune 500 uses technological tools like social media and how this use offers important insights into the future of commerce.

Social Media in the 2009 Inc.500: New Tools and Trends

The study compares adoption of social media over three years (2007, 2008, and 2009) by the Inc. 500, a list of the fastest-growing private US companies compiled annually by Inc. Magazine.

The Fortune 500 and Blogging: Slow and Steady and Farther Along Than Expected

This new study revisits and refreshes the prior in-depth study and expands to look at the Fortune 500's usage of the most dramatically growing new social media site, Twitter.

Social Media: A Promising, Untapped Tool for Engaging High-Dollar Non-Profit Donors

This executive summary of the Community 2.0 research report considers how social media is being used to engage and cultivate high-dollar donors.

Global Perspective: Seeking a News Business Model for Newspapers

The newspaper industry is transitioning, not dying. But what is it transitioning to? One thing is certain: the single-platform revenue model that has sustained the industry is no longer viable.

Going Non-traditional to Create a Successful Shared Services Organization

Budget squeezes and demands for even greater cost savings are forcing shared services organizations to look at non-traditional approaches to help hold the line and improve efficiency.

The Impact of Workforce Reductions on Layoff “Survivors”

This Executive Action features data on how layoffs were conducted, what support is being offered to employees who are leaving and who are staying, and some write-in comments on how respondents' roles and companies are changing.

Journal of New Communications Research Volume 4 Issue 2 Fall/Winter 2009

The sixth edition of the JNCR examines, among other things, teens' use of online social networking and the way in which university blogs affect organizational image.

The Need for Speed

Can executive decision-making keep up with today's accelerating pace?

The Role of the Board in Turbulent Times... CEO Succession Planning

Management succession is one of the most critical strategic risks a corporation faces and a favorite topic of discussion on the role of the board in business crises.

Social Media and the 2008 U.S. Presidential Election

The 2008 US presidential campaign offered a unique opportunity to evaluate the usefulness and applicability of social media technology in
Implementing Strategic Workforce Planning
30 June, 2009 | Research Report
This report highlights the implementation process for Strategic Workforce Planning—from simply connecting business strategy and HR strategy to becoming an input to business strategy that informs executive decision making.

Implementing Strategic Workforce Planning
30 June, 2009 | Key Findings
This report highlights the implementation process for Strategic Workforce Planning—from simply connecting business strategy and HR strategy to becoming an input to business strategy that informs executive decision making.

Strategic Workforce Planning Quarterly (Vol 1 Q3-4, 2009)
01 June, 2009 | Strategic Workforce Planning in Review
The Strategic Workforce Planning Quarterly (SWPQ) is a quarterly review of recent literature related to Strategic Workforce Planning. The articles come from magazines, reports, blogs and other sources. The reviews summarize the main points of each article

Waddayaknow? Knowledge Management Can Be an Organization's Key to Survival
21 May, 2009 | Executive Action Report
This Executive Action report uses three case studies to build a business case for implementing Knowledge Management, and provides tips for making KM work.

Journal of New Communications Research Volume 4 Issue 1 Spring\Summer 2009
01 May, 2009 | Periodical
The fifth edition of the JNCR examines, among other things, the perceptions of corporations on Facebook and the role of new media tools in young adult engagement.

Strategic Workforce Planning Quarterly (Vol 1 Q2, 2009)
01 May, 2009 | Strategic Workforce Planning in Review
The Strategic Workforce Planning Quarterly (SWPQ) is a quarterly review of recent literature related to Strategic Workforce Planning. The articles come from magazines, reports, blogs and other sources. The reviews summarize the main points of each article

How to Compete and Win In a Broken Economy
19 March, 2009 | Executive Action Report
While many small and midsize firms are struggling to survive, stronger companies will find opportunities to improve their competitive position.

Measuring the ROI of Online Press Releases
01 March, 2009 | Research Report
Press releases are being used as a tool not only by PR professionals but by marketing professionals and small-business owners for a variety of purposes and objectives.

Assessing Offshoring Risks
20 January, 2009 | Research Report
This report offers an overview of several of the critical issues associated with offshoring, ranging from what to consider during initial planning to oversight of ongoing relationships with vendors.

The Fortune 500 and Social Media: A Longitudinal Study of Blogging, Twitter and Facebook Usage by America's Largest Companies
01 December, 2008 | Research Report
This study examined the 2008 Fortune 500 list in an attempt to quantify the adoption of social media by identifying those with public-facing blogs.

Social Media in the Inc. 500: The First Longitudinal Study
01 December, 2008 | Research Report
This study compares corporate adoption of social media between 2007 and 2008 by the Inc. 500, a list of the fastest-growing private US companies compiled annually by Inc. Magazine

Exploring the Link Between Customer Care and Brand Reputation in the Age of Social Media Executive Summary
01 December, 2008 | Executive Summary
Technical advancements have created significant changes in the customer care experience. Social media has helped elevate customers’ opinions and affected brand loyalty.

New Media, New Influencers and Implications for Public Relations
01 December, 2008 | Research Report
Influencers are changing the landscape of new media. This white paper explores how influence is evolving, how the role of PR is being redefined, and what skills are needed in this new reality.

Journal of New Communications Research Research Volume 3 Issue 1 October 2008
01 October, 2008 | Periodical
The fourth edition of the JNCR examines, among other things, the enterprise adoption of advanced collaborative tools by the telecommunications industry.

Gray Skies, Silver Linings
28 February, 2008 | PowerPoint
Executives in need of frank, bottom-line answers to the questions raised by boomer retirements will find them in this report.

Gray Skies, Silver Linings: How Companies Are Forecasting, Managing, and Recruiting a Mature Workforce
17 December, 2007 | Research Report

Many mature workers want to keep working; many retirees want to work again. Companies can benefit from recruiting them—especially employers who want a workforce that mirrors their mature customer base.

Gray Skies, Silver Linings: How Companies Are Forecasting, Managing, and Recruiting a Mature Workforce
13 December, 2007 | Key Findings

Boomer retirements are a global reality. But individual businesses can’t know how they will be affected by this trend unless they analyze their own workforce data.

01 December, 2007 | Periodical

The third edition of the JNCR examines, among other things, internet dependency relations and internet news exposure.

Corporate Governance Handbook 2007: Legal Standards and Board Practices
06 July, 2007 | Book

This handbook is intended to be an easy-to-use compendium of rapidly evolving laws and rules and the best practices adopted by leading companies.

Journal of New Communications Research Vol 2 Issue 1 Spring/Summer 2007
01 May, 2007 | Periodical

The second issue of the JNCR examines, among other things, the effects of social media on the public relations profession and the impact of the internet on social capital in the US.

Journal of New Communications Research Vol 1 Issue 1 Fall 2006
01 October, 2006 | Periodical

The inaugural issue of the JNCR includes 10 papers by both academics and professionals from six countries.

Strategic Workforce Planning
Forecasting Human Capital Needs to Execute Business Strategy
07 August, 2006 | Research Report

This report is the culmination of presentations by workforce planning thought leaders and best practice organizations, a literature review, and company interviews of 20 companies, from which nine were chosen for detailed case studies.

The Role of U.S. Corporate Boards in Enterprise Risk Management
29 June, 2006 | Research Report

Evolving legal developments make a robust ERM oversight process more important than ever for directors, who acknowledge in increasing numbers that overseeing risk is part of their role.

Defining Corporate Governance Best Practices to Add Firm Value
20 September, 2005 | Executive Action Report

European family-controlled public companies tend to perform less well in the stock market than their American counterparts. Would best practices followed by family firms in the United States be helpful examples for similar enterprises in Europe?