BAKER FOR BUSINESS
Start here.
Our team returned from the Innovation Lab after brainstorming about ways to connect alumni with Baker Library...
You have experience, a hunch, an inspiration.

WHAT'S YOUR NEW IDEA?
The gap between knowledge & action

Requires time, energy, and information
YOU NEED **SOLID** INFORMATION

*Useable, timely & trustworthy*
BAKER FOR BUSINESS
HBS Alumni can start here.
WE’RE ON YOUR TEAM

- Expertise
- Enthusiasm
- Efficiency
3 WAYS TO CONNECT

eBaker - online databases, 24/7

Assisted Search - one to one search

B4B Research - premium research service
eBAKER = INSTANT RESOURCE
The one-on-one meeting between supervisor and staff is an invaluable tool for managing, but requires much attention to detail. Julia B. Austin explains best practices for getting the most out of the 1:1. Open for comment; 0 Comment(s) posted.
Das Narayandas
Edsel Bryant Ford Professor of Business Administration
Senior Associate Dean for External Relations; Senior Associate Dean for HBS Publishing

Das Narayandas is the Edsel Bryant Ford Professor of Business Administration at the Harvard Business School. He is currently the Senior Associate Dean, External Relations and Harvard Business Publishing. His academic credentials include a Bachelor of Technology degree in Engineering from the Indian Institute of Technology, a Post-Graduate Diploma in Management from the Indian Institute of Management, and a Ph.D. in Management from Purdue University.

Areas of Interest
- business marketing
- customer focus
- customer profitability analysis
- customer relationship management
- customer satisfaction

Books

Journal Articles
ESSENTIAL RESEARCH NEEDS

What information do I need? Where might I find it?

*HBS Online Research Guide By Lynda M. Applegate & Emilie Codega © 2009
ASSISTED SEARCH = 1 to 1
ON LOCATION

GREATER ACCESS  
real & virtual collection

MORE RESOURCES  
including us

WALK IN  
or by appointment
TIME SPENT & RESULTS

Retail e-commerce sales in the United States from 2013 to 2019 (in billion U.S. dollars)

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue in billion US dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>260.67</td>
</tr>
<tr>
<td>2014</td>
<td>298.26</td>
</tr>
<tr>
<td>2015</td>
<td>342.96</td>
</tr>
<tr>
<td>2016*</td>
<td>396.72</td>
</tr>
<tr>
<td>2017*</td>
<td>457.02</td>
</tr>
<tr>
<td>2018*</td>
<td>524.66</td>
</tr>
<tr>
<td>2019*</td>
<td>600.21</td>
</tr>
<tr>
<td>2020*</td>
<td>684.24</td>
</tr>
</tbody>
</table>

Source: eMarketer
© Statista 2016

Additional Information:
United States, eMarketer, 2013 to 2018
B4B RESEARCH SERVICES
PROJECT CLARITY

PREMIUM SERVICE
for fee service, expert research

PROJECT-BASED
event specific, well-defined

CLEAR PRICE
To date, prices have been $1,500- $7,500

PROMPT
Turnaround has been within a week
YOU Have the info you need to TAKE ACTION

PROPOSAL & PROCESS

YOU Call, email, or Walk In & talk with US

CONVERSATION

PROJECT PROPOSAL

YOU AGREE?

Yes

No

CONDUCT RESEARCH

DELIVER RESEARCH

DONE?

Yes

No

FINAL RESEARCH REPORT

INVOICE
TRUSTED ANALYSIS

- Quality
- Executive Summary
- Information for insight
Our Reports

Efficient
Reliable
Applicable

Executive Summary

We've identified three organizations, EY, Deloitte, and Catalyst, that analyze and publish data relating to the number of women who are either members of, or hold a leadership role in, a board of a publicly traded company.

The published data include the percentage of women who chair committees, specifically Board Committees, Compensation Committees, and Nominating and Governance Committees. The data aren't comparable across reports as they each feature different compositions of firms.

Women on U.S. boards: what are we seeing? (EY, 2022)

The EY data focus on S&P 500 firms in 2022. The Nominating Committees are chaired by women when they are independent.

In general, more women are being appointed as board members, but the changes continue to be gradual.

S&P 500 board and executive positions held by women in 2021

Women in the Boardroom: A Global Perspective

The Deloitte data show that women chair 24% of Governance Committees in the United States.

The data from Catalyst show the number of women in leadership positions in U.S. companies.

Recommended Reading

Women on U.S. boards: what are we seeing? (EY, 2022)

Data for S&P 500 companies, based on the board membership in place during their 2024 annual meetings. The authors of the report identify three key takeaways:

- Increasing board size to add female directors is common
- Female directors bring different experiences to the board
- This trend is evident in many industries, but slowly

Captive Insurance Industry

According to the Captive Insurance Companies Association (CICA), the three most popular domiciles for captive are Vermont (21%), Bermuda (11%), and the Cayman Islands (5%).

The remaining 35% are spread over 32 domiciles in the US, the Caribbean, Europe, and Asia.

CCA breaks out client industries as follows:

- Manufacturing
- Distribution
- Technology
- Professional Services
- Financial Services
- Technology

CCA breaks out captive insurance by type:

- Multi-Products: 56%
- Single-Product: 37%
- Specialty: 21%
- Financial Services: 9%
- Technology: 5%
"From 2013 to 2020, the digital universe will grow by a **factor of 10** – from 4.4 trillion gigabytes to 44 trillion. **IT MORE THAN DOUBLES EVERY TWO YEARS.**"
WHAT’S THE **COST** OF AN UNINFORMED DECISION?
THE COST OF TRYING TO FIND INFORMATION

MISSION CRITICAL
Executives who felt information was their company’s greatest asset

60%

NEEDED SKILLS
Executives who felt constrained by time and search skills

31%

TIME LOST
Knowledge workers spent much of their day searching for information

76%

Source: International Data Corporation
RECENT INFORMATION NEEDED

COMPOSITION OF COMPLETED PROJECTS

- 36% Management Practices
- 26% Market & Industry Related
- 24% Business Plan & Pitch Improvement
- 8% M&A/Valuation
- 6% Specific Company Data

24%

M&A/Valuation

Specific Company Data

26%

Management Practices

36%

Market & Industry Related

24%
EXAMPLE QUERY

I am trying to find information on:

• the **X industry**, specially focused on the **Y segment**.
• The information needed goes from total **number of X** in the world & total **number of X** in the US, by state and from state
• **Total money** spent on X etc.

**THIS IS TO SUPPORT A BUSINESS PLAN I’M WORKING ON.**
WHAT’S THE **BENEFIT** OF AN INFORMED DECISION?
"I have only read it [the report] twice… looks perfect! Let me go in again and discuss it with my partner, but I can tell you this is good.

We are already working on another project where your help will be instrumental."

JUAN GARAY, OPM 51
“I’ve used it extensively while putting together my most recent business plan and found the value & time savings to be priceless!”

CHUCK FILLIETTAZ, OPM 43
Deep dive or just go with the overview

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  Plan, Plan, Plan
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  Line up Leadership
  Lock Up Key Talent
  Communicate
  Take a Close Look at Culture
  Move Quickly, Stay The Course

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ATTACHED ARTICLES FOR DEEPER READING

DEPTH OF INFORMATION
INFORMED
CONFIDENCE

• Thorough
• Accurate
• Accelerated
YOU ARE PREPARED
THE UNEXPECTED FINDING

• A COO was being pressured to promote a manager who had managed 4 employees to a Director position with 100 employees & 7 direct reports

• The COO & our client, a consultant, sense it’s too big a leap for a manager who has so little experience managing people will end in failure

• They’d like to support their experience with external data.

• Are there credible articles that support their experience?

NO, BUT WE FOUND SOMETHING ELSE.
YOU HAVE GREATER UNDERSTANDING
SHAREABLE SUBSTANCE

BEST PRACTICES IN INTEGRATING ACQUISITIONS

RESEARCH REVIEW
1 JULY 2016

BAKER FOR BUSINESS

BAKER FOR LIFE
How quickly could you act knowing the B4B is on your team?
BAKER FOR BUSINESS

Our team is ready. Start here.

Jim Borron & Kathryn FitzGerald
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