Bloomberg Businessweek Contents



Marketing steamroller Hot chocolate, part of "the Mannheim lifestyle" p87

Opening Remarks



Groupon's snub of Google's \$6 billion bid caused a sensation in the land of tech. It marks a new bubble, new hubris, or new faith in IPOs. Maybe all three. A calm look at this breathless tale

Global **Economics**



The cost of benefits

The tax deal's extension of jobless checks will raise unemployment some, but it will also boost growth

India: Unsafe at any speed p012 Behind Brazil's \$985 iPads p13 Guiding China's soft landing p14 Shades of Argentina in the euro zone's crisis Tom Keene's EconoChat p16 Seven days ahead

Companies & Industries



Oprah's cable gamble

Despite the hype, the Queen of Talk's new network carries plenty of risk

The boom in big, big ships	p22	
A dairy giant's outlook sours	p23	
The globe gets warmer, and		
business adapts	p25	
A new way to sell shirts	p26	
Pfizer's messy succession	p28	
Briefs	p28	

Rare breed Africa's black rhino population fell to below 2,500 by 1992

Features



3

The Colossus of Wall Street

BlackRock controls more money than Germany has GDP, but few beyond Wall Street understand its influence. CEO Larry Fink aims to change that p60

The Sacrifice

In Africa, hunters are paying \$150,000 to kill a black rhino-legally. Why conservationists are embracing the notion that this may help save the species

Welcome to the Hotel Long Shot

Can service and style triumph over a financial crisis? An inside look at New York's Eventi, a \$600 million bet that the answer is yes

Will viewers follow Oprah to cable? p21

Her OWN



Policy Anatomy of a trade deal

Politics &

Obama teamed up with Ford, unions, and lawmakers to help cinch a pact with South Korea

A Postal Service bailout?	p33	
San Diego's tough-love		
pension proposal	p34	
Consumer finance watchdog		
Warren woos state AGs	p35	
Facebook's friends in D.C.	p36	

Technology

My stuff is your stuff

Online rental markets let

people wring value from

cars, tools, or anything

China's handset makers are gaining on the global giants p40 Getting Grandma to text Apple quietly makes a pitch

A helmet that could help cut football concussions

else they aren't using

to businesses



Markets & **Finance**



31

Carlyle's comeback

Seeing an improving economy, the firm is making deals again and considering an IPO

A bookkeeping brouhaha	p48
Who's bullish on stocks	p49
Australia's apartment king	p50
Investments meant for the wealthy are burning retirees	p51
Charlie Rose/David Einhorn	p52
Bid & Ask: The week's deals	p54

Etc.



p76

Steamrolling Christmas

How kitschy New Age group Mannheim Steamroller became the kings of holiday music, topping even Elvis

Branding Like many sports traditions, college football's bowl season keeps gett	ing	
bigger-and sillier. Ready for the Beef 'O' Brady's Bowl?	p90	
Hands On Tech gadgets for the most persnickety people on your holiday list	p92	
Next Life A former real estate lawyer whips up cupcakes for men	p94	
Consuming The price on that Cartier (or even Rolex) watch may be negotiable	p96	
The Stack From \$35,000 commodes to getting safaris expensed, the leaders of Merrill		
Lynch and BofA had a lot on their minds as the economy spiraled down	p98	
Hard Choices Vernon Hill on taking his banking business model to London	p100	

COVER: MATTHEW GREEN; RHINO: JAMES OATWAY, THIS PAGE: RHINOS: JAMES OATWAY, OPRAH: AMY SUSSMAN/DISCOVERY COMMUNICATIONS/GETTY IMAGES