



**Nyan Cat's Meow**  
It pays to go viral p67

### Opening Remarks

4

Developed economies need support from the IMF. The first step is to cede control over it

**Bloomberg View** A stronger prescription for Spain; Putin starts an arms race he can't afford p6

### Global Economics

9

#### It's who grads know

Even in this digitally connected age, word of mouth is the best way to find a job

Libya's torpid stock market	p10
Italy, the next domino	p11
Shanghai plays matchmaker	p12
Tom Keene's EconoChat	p13
Poorer Americans	p14
The week ahead	p15

### Companies & Industries

17

#### Germany's *nein* stance

Other carmakers in Europe want government help. But Volkswagen et al. will allow none of that

Britain: Leftovers into fuel	p18
Slap a U.S. college on a T-shirt, European kids will buy it	p20
Will Leica's boutiques click?	p20
Comcast's island storm	p21
Briefs	p22

### Beyond business

Ma's a tai chi devotee p33



### Politics & Policy

25

#### Lording the rings

The Olympics goes after fans, grannies, and anyone else who dares to use the symbol of the Games

Fewer visas for foreign workers means fewer U.S. jobs	p27
Want to donate to your candidate? Send a text	p28
The Watergate yearbook, 40th anniversary edition	p30

### Technology

33

#### Jack Ma resets

The founder of China's Alibaba prepares his Web conglomerate for a future without him

Should Facebook friend kids under 13?	p35
Apple evicts Google maps	p36
Nuance: Multiplying Siri	p37
Innovator: Putting a world of content in your Pocket	p38

### Markets & Finance

41

#### Risky business

JPMorgan Chase's Jamie Dimon is said to have ignored warnings about speculative trades

Vanguard thrives in a sour climate	p43
China's German spree	p44
Grim bond market tidings	p45
Bid & Ask: Who got Annie's gun?	p46



**Pipeline dreams** This mosque is part of a building boom in Fujairah p60

## Features

48

### Jim Messina Has a President to Sell

What if you took the collective wisdom of Steve Jobs, Eric Schmidt, and Anna Wintour and poured it into one campaign manager's head? p48

### This Is Not a Larry Ellison Revenge Plot

Dave Duffield's Workday could make enterprise software as easy as a Facebook app—and that may upend Oracle's business model p54

### Location, Location, Location

If Iran cuts off the Strait of Hormuz, the sleepy, little-known emirate of Fujairah could become the world's oil lifeline p60

## Etc.

67

### Money From Memes

The viral Internet jokes are becoming serious revenue generators—and their creators are hiring agents

<b>Office Envy</b> At MacKenzie-Childs's bucolic headquarters, employees can swim in a lake or tend a company beehive on their lunch breaks	p70
<b>Fitness</b> How to whip masters of the universe into shape? One insult at a time, if you're New York boxing coach Eric Kelly	p72
<b>The Stack</b> John Lanchester's big-canvas novel, <i>Capital</i> , paints the 2008 financial crisis as Balzac or Zola might have	p74
<b>Hard Choices</b> Fred Krupp, president of the Environmental Defense Fund, on collaborating with government and industry to set safety standards for fracking	p76