

BusinessWeek

TOP STORY

Yahoo's Yodel Turns Into a Whimper

Layoffs and a refocusing effort can only do so much. CEO Jerry Yang needs to find exciting new products or services if he hopes to make Yahoo sing again



MARKET INFO

| | | | | | | |
|---------|----------|--------|--|---------------|----------------------|----|
| DJIA | 12447.54 | -32.76 | | Stock Quotes | <input type="text"/> | Go |
| S&P 500 | 1355.57 | -6.73 | | | | |
| Nasdaq | 2348.01 | -10.05 | | Symbol Lookup | | |

[Video Update: BusinessWeek Market Report](#)

BREAKING NEWS FROM THE AP

- [Altria Group 4Q profit falls](#) 10:51AM ET
 - [Damaged cable cuts Internet in Mideast](#) 10:45AM ET
 - [Oil prices wobble on inventory report](#) 10:47AM ET
 - [Horse slaughter plant nixed](#) 10:46AM ET
 - [Fed may cut rates again today](#) 10:34AM ET
 - [Oppenheimer 4Q profit more than doubles](#) 10:23AM ET
 - [Mexican billionaire urges public works](#) 10:16AM ET
 - [Plane sales lift Boeing 4Q profit 4 pct](#) 10:07AM ET
 - [Khodorkovsky declares hunger strike](#) 9:43AM ET
 - [Merck posts \\$1.6 billion Q4 loss](#) 9:43AM ET
- [More breaking news from the AP...](#)



FEATURED BLOG

Barack Obama stumbled badly in Michigan last year when he gave a speech in Detroit laying the blame for a lousy national fuel economy standard on the Big Three automakers and the United Auto Workers union.

—David Kiley, Auto Beat

[Other BusinessWeek Blogs](#) [Post a Comment](#)

FEATURED VIDEO

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Stocks Slip as Street Awaits Fed
Stocks started the session weaker as Wall Street waited for word out of Washington this afternoon about a possible interest rate cut

[BusinessWeek TV: High-Tech Shopping](#)

FEATURED REVIEW



Voyager: LG's Second-Place Smartphone

The Korean manufacturer's new touch-screen phone is missing some of the iPhone's best features, but it looks good, and costs less, too

[More Tech Reviews](#)

[Other BusinessWeek Reviews](#)

BUSINESSWEEK EXCLUSIVES

Kerviel: In His Own Words

The rogue trader tells prosecutors about his motivations, modus operandi, and Societe Generale's security shortcomings

• Plus: The Lesson of Societe Generale

Kodak's Picture Not So Rosy

A look beyond the headlines shows that units sold by the company are outperforming the ones it kept, calling into question turnaround efforts by CEO Perez

FBI Widens Its Subprime Net

With 14 companies under investigation, the Bureau's scope is the entire securitization process

• Debate Room: Subprime—Who's to Blame?

In China, a Winter of Discontent

With millions stranded by snowstorms and infrastructure problems, antigovernment protests are likely. Will Beijing's apologies defuse the crisis?

Under Armour's Footwear Foray

The popular performance apparel maker will battle Nike and Adidas on the athletic shoe wall, hoping to transform itself in the process

• Plus: A First Run in UA's Prototypes

Executive Summary

Hard-hit by the U.S. subprime crisis, UBS reveals it will report a loss of \$4 billion for 2007. Plus, other news from around the Web

BEST OF BW

SocGen Had Been Warned About Kerviel

• Plus: Carol Matlack Responds to Readers

MacBook Air: A Little Too Pretty?

• Plus: Stephen Wildstrom Responds to Readers

The Super Bowl Economy

• Plus: Douglas MacMillan Responds to Readers

COMPANIES

Altria's Split: Where There's Smoke...

A Switzerland-based Philip Morris International will make it easier to pursue the hordes of smokers in lightly regulated global markets

• Plus: Tobacco Stocks, a Classic Defense

INVESTING

New UBS Writedown Dents Credibility

The Swiss bank's latest hit takes its total subprime losses to \$18 billion—and counting. Will its wealth management business suffer?

The Troubled Mind of Mr. Market

Dow's Formula Raises Questions

Fed Talk: The Half-Percent Solution?

Wall Street Awaits the Fed

Analyst Actions: VMware, Amylin, Zoran

S&P Picks and Pans: JetBlue, DirecTV, 3M, Sony, CP

[more...](#)

TECHNOLOGY

The VMware Rout May Not Be Over

Slowed tech spending and more competition take a toll on the once superhot IPO. Shares fell 34% in one day, and may not have stabilized yet

Ebay Courts 'Power Sellers'

Tuning Into Digital TV

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GLOBAL BUSINESS

Hyundai Bets Big On India and China

The Korean automaker plans to boost production

COMPANY INSIGHT CENTER BETA



ticker

[Go](#) Company Lookup

Dig into data on more than 350,000 companies—public and private—worldwide. Research over a million execs: what they make, how they intersect.

[Yahoo! Inc](#)

YHOO 19.06 -1.75 -8.40%

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READER POLL



Tell us about your most recent customer service experiences—the good and the bad

THE DEBATE ROOM



Bill Gates' Softer Capitalism



Big business should work toward making quality-of-life upgrades affordable for the poorest people of the developing world. Pro or con?



VIEWPOINT: KEVIN P. COYNE






Building Morale in Bad Times

From Harvard Business Online: The difference between morale and employees

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in both fast-growing markets with new plants, and fresh models for local and export consumption

Property Crunch Could Whack Brit Banks

Japanese Regulators Seek Subprime Answers

NTT DoCoMo Profit Jumps 38%

Clock Ticking on BHP Bid for Rio Tinto

Britain Faces Huge Tech Worker Shortage

Critics Chide EU Carbon Storage Plan

Carnival Kicks Off Across the Globe

being happy, and how leaders can inspire no matter what

[Browse BW Columnists](#)

IN YOUR FACE: STAYING GREEN FOR GREENBACKS



Reader Michal Strahilevitz Writes:
 "Some companies and MBAs may not care about sustainability. The ones that do seek like-minded partners to not only make money, but have a positive impact on the planet."
 Tell Us: Can MBAs Turn Green into Gold?

BUSINESSWEEK KNOWLEDGE CENTERS



Small Business Confidence Index

Experience a podcast and white paper on the attitudes and outlooks of today's small business owners.
 December 2007/January 2008 Update

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INNOVATION & DESIGN

Rules of the Game

"Funware" brings gaming features to consumer applications like photo-sharing and social networking

Material Innovation: Hybrix
[more...](#)

SMALL BUSINESS

When a Client Files for Bankruptcy

The subsidiary that should have paid you filed for Chapter 7, but the parent company wants you to continue to work as a contractor

The IPO Adventure, Part I

Today's Tip: Developing Your Company's Employees
[more...](#)

MANAGING

William J. Holstein: Getting a New Director Up to Speed

Heidrick & Struggles partner Richard Rosen shares his strategy for integrating a new director to the board

The Ethics of Office Gambling

Aileen Pincus: In a Crisis, Sideline Your CEO?

■ [Playbook: Is Your CEO Ready for Prime Time?](#)

Kurt Ronn: CSR: Ask, Don't Tell

Shareholder Proposals on CEO Succession

■ [Video: Shareholders and Succession Planning](#)

Recession 2008: Take the Offensive

Political Marketing and Consumer Marketing

[more...](#)

BUSINESS SCHOOLS

Virtual Workplaces in the Classroom

Computer simulations got their start in the game aisle. Now these online programs are an important part of MBA programs

■ [Slide Show: Business Education, Enhanced with Technology](#)

NYU Seeks Individuality and Direction

[more...](#)

LIFESTYLE

Mass. Appeal

Massachusetts offers skiing and beaches, a rich history, top colleges and sports teams, and a strong economy. Who wouldn't want to move there?

■ [Slide Show: Best Homes in Massachusetts](#)

Ford's Electric Explorer

The Bionic Contact

Sedentary Lifestyle Accelerates Aging

Suzuki Kizashi Concepts Go to Geneva

[more...](#)

FEATURED SLIDE SHOWS

[More Slide Shows](#)



Best Homes in Massachusetts



Tech-Enhanced Business Education

FEATURED SPECIAL REPORT

Top 8 Tech Trends in '08



Meeting the Digital TV Deadline

With the analog-to-digital changeover a little more than a year away, owners of rabbit-ear sets must decide: a new set, pay TV, or a converter

What You Really Want to Buy

EBay's Profitable Pal

Getting Control of Digital Media

Broadband's Growing 'Need for Speed'

Video: Green Investing

Winning the Broadband TV Game



Converter Box Bonanza



Video: The Digital Dish

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