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PROFIT AT THE BOTTOM OF THE LADDER

CREATING VALUE

BY

INVESTING *IN* YOUR WORKFORCE



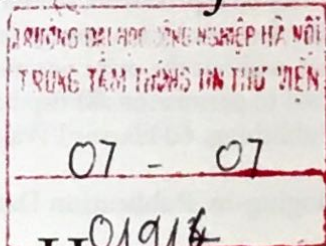
JODY HEYMAN

WITH MAGDA BARRERA


HARVARD BUSINESS PRESS

Profit at the Bottom of the Ladder

*Creating Value by Investing
in Your Workforce*



Jody Heymann

with Magda Barrera 

GIFT OF THE ASIA FOUNDATION
NOT FOR RE-SALE

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KHÔNG ĐƯỢC BÁN LẠI

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Acknowledgments

No global study can be successfully conducted without an enormous collective effort. *Profit at the Bottom of the Ladder* is no exception. The book is the result of the combined commitment of exceptional companies, a remarkable team of researchers, the belief and substantial support of foundations, and the generous insights of colleagues and students, family and friends.

Each of the companies profiled in *Profit at the Bottom of the Ladder* took an important leap of faith. They allowed my research team to come to factories and warehouses, to conduct interviews without restrictions, and to meet with everyone from line workers to chief executives. They were generous with their time, open and candid about their experiences, and willing for us to hear the perspective of the full range of players in their organization.

This project was made possible by the vision of Helen Neuborne and Wendy Chun-Hoon and the generous support of the Ford Foundation and Annie E. Casey Foundation. Strongly committed to finding ways to improve the conditions faced by low-skilled and low-wage workers, the two foundations wanted to learn what the private sector as well as the public sector could do. As the project became global in scope and deepened in nature, they brought an extraordinary combination of patient understanding of how long a project of this magnitude can take with the sense of urgency that the topic deserves. When we added Canadian companies to the