

How the cover gets made

<b>Opening Remarks</b> A positive alternative to negative rates for reviving growth	10
<b>Bloomberg View</b> Europe's banks fail another test • Asia needs to quit its coal habit	12
<b>Movers</b> ▲ Moon Express is go for lunar missions ▼ Uber hands over the keys in China	15
<b>Global Economics</b>	
Weary of the Kremlin's whims, a Russian tycoon pads his Brooklyn nest	16
China bids a rich farewell to retiring soldiers	17
Early polls give a '90s-era prime minister the lead in the race to be France's next president	18
Big Macs and iPhones create a currency conundrum	19
<b>Companies/Industries</b>	
Digital saves the video star	20
Tortured by tech gremlins, Southwest Airlines prepares a \$500 million IT upgrade	23
China's urban cowboys can now ride like a rancher in a Ford F-150—or a Great Wall Wingle 6	24
<b>Politics/Policy</b>	
Will Jill Stein be the Ralph Nader of 2016?	26
A Vermont mayor's plan to welcome Syrian refugees gets an unwelcome reaction from some residents	28
JPMorgan Chase pays ex-cons almost \$500,000 to settle a class action over debit card fees	29
Clinton's growth model: What's good for your paycheck is good for the economy	29
<b>Technology</b>	
Forget shoe leather, today's private eyes dig up dirt with data fusion	30
Startups and equipment makers are spending big on R&D to streamline R&D	31
The undersea drone business goes down with the price of oil	32
Innovation: The doctor is in—your stomach	33
<b>Markets/Finance</b>	
Bullying bosses at Berkshire businesses belie Buffett's benignity	35
Investment analysts are the latest target in Turkey's crackdown on dissent	37
A star-studded internal trading desk flunks out at Harvard	38
<b>The Interview Issue</b>	
Satya Nadella, CEO, Microsoft	42
Stacy Brown-Philpot, CEO, TaskRabbit	45
Claudio Descalzi, CEO, Eni	46
Ed Bastian, CEO, Delta Air Lines	48
Gloria Steinem, feminist and author	50
Harold Prince, Broadway producer-director	50
Jim Wilson, geneticist, University of Pennsylvania	51
Stan Lee, chairman emeritus, Marvel	51
Alicia Garza, co-founder, Black Lives Matter	52
Demis Hassabis, CEO, DeepMind	54
Alana Feld, executive VP, Feld Entertainment	56
Carlos Slim, chairman emeritus, América Móvil	57
Ginni Rometty, CEO, IBM	58
Tony Fernandes, CEO, AirAsia	60
Richard Trumka, president, AFL-CIO	62
A journey into the minds of seven of our subjects	64
Marissa Mayer, CEO, Yahoo!	66
Adam Silver, NBA commissioner	68
Lionel Shriver, author	70
Prabal Gurung, fashion designer	72
Harold Hamm, CEO, Continental Resources	74
Brenda Trenowden, Global chair, 30% Club	76
Ringo Starr, musician	77
Jeff Bewkes, CEO, Time Warner	78
John Krafcik, CEO, Google Self-Driving Car Project	80
Charlamagne Tha God, co-host, <i>The Breakfast Club</i>	82
Anna Sale, managing editor, <i>Death, Sex &amp; Money</i>	82
Cal Fussman, writer-at-large, <i>Esquire</i>	83
Cheryl Strayed, memoirist	83
Ann Friedman and Aminatou Sow, co-hosts, <i>Call Your Girlfriend</i>	83
Tripp Keber, CEO, Dixie Brands	84
Roger Snow, senior VP, Scientific Games	85
Margrethe Vestager, European commissioner for competition	86
Mark Weinberger, CEO, EY	88
Misty Copeland, principal dancer, American Ballet Theatre	89
Elizabeth Warren, U.S. senator	90
Steve Aoki, DJ and recording artist	92
Justin Smillie, chef at New York's Upland	92
Chip Kidd, graphic designer, novelist	92

"The cover is our third Interview Issue."

"Who's in it?"

"We've got 39 fascinating people from fields including business, design, activism, writing, tech, and also Ringo Starr."

"Can we do 39 covers?"

"I think five is our max."

"So restrictive."

