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Recipe Universe; The X-factor Universe as a Destination; 5 What Triggers Strategy? Approaching the X-factor Universe with Value Creation or Value Destruction Discovering Your Strategy; Four Triggers of Strategic Behaviour; Bridge Building across Perspectives; Laying Down the Strategy to Approach the X-factor Universe; 6 Exploiting Customer Attitudes; What Is a Customer?; Customers Viewed through Different Lenses; Customers Are no Longer Just Consumers!; The Break-up of Conventional Relationships; The Customer and the Brand; Customer-centric Marketing; Attitudes as Part of the X-factor Universe; 7 Revising the Product Portfolio The Rise (and Fall?) of the Product Portfolio Perspective Competition in Various Zones; What Should Be the Product Scope?; The Core Product Needs Stickiness; When Products Create Their Own Ecosystem; From Products to Business Modelling; Demand-driven Products; The Relevance of the Product Life-cycle Thinking; Why Do Good Companies Go Bad?; The Complexity of "Simple" Products; 8 Leveraging the Financial Circuit; The Financial Circuit - the Overlooked Strategy Aspect; Facilitating a Success Free of Charge; The Price Killer Model; Cost Innovations; Cash Kings; Financial Partnering The Financial Circuit and Its Unique Influence The Financial Circuit as a Vehicle to a Higher Return on Strategy; 9 Optimizing the Organizational Design; The Collectivistic Wolf Culture; The Liberalistic High Performance Culture; The Organizational Design - the Engine or the Pulse of a Company; Structure as the Backbone of a Corporation; The Search for Valuable Values; Culture as the Binding Glue; People - The Real Gasoline; The Organizational Design and Its Impact; 10 Spinning the Technological Chain; Technology in a Broad Sense; A Full Chain of Technology Technological Exuberance - Pouring Resources into the Deep Water

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## Sommario/riassunto

Why is it that many companies meticulously following recipes on management and strategy fail? Did Google, Skype, Ryanair, Huawei and a number of other successful companies buy into a well thought out strategy and adhered to that over time? How do companies deliberately opting out of the recipe game and opting into the out-of-the-box-thinking fare? In short, why is it that some companies achieve a higher Return on Strategy than others? Whereas Return on Investment (RoI) has attracted increased attention over the last couple of decades, little, if any, attention is being paid to

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