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## Ideas for winning enterprises

VISION dedicates itself to helping its clients transform their customer propositions, strategies, operating models, organizational structure, and leadership practices. We help our clients become more entrepreneurial, more able to identify and seize opportunities and to do so with lower cost structures. Transformation requires the regular development of new thinking on our part. Here you will find some of our most current thinking and our classics.



Charles Spinosa

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Management

["Change Management"](#), 

Approach, Strategy, and Making Change Happen

By Charles Spinosa

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["Promise-Based Management"](#),

Published by: [Harvard Business Review](#)

The Essence of Execution

By Donald Sull and Charles Spinosa

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["Using Commitments to Manage Across Units"](#),

Published by: [Sloan Management Review](#)

A company's installed business processes are typically designed to execute routine activities.

By Donald Sull and Charles Spinosa

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Strategy

["Strategy Execution"](#) 

Interview with Effective Executive Business Magazine

The interview was conducted by Dr. Nagendra V Chowdary,  
Consulting Editor, Effective Executive, Dean,  
The Icfai Business School Case Development Center, Hyderabad.

["Developing Productive Customers"](#),

Published by: [California Management Review](#)

Developing productive customers in emerging markets

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Marketing Strategy

["Viral Marketing"](#),

Published by: Kellogg on Integrated Marketing

Strategies for Viral Marketing

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Market Research for Innovation

["Taking an EXPANDED View of Customers' Needs"](#), 

Published by: Marketing Research

Qualitative Research for Aiding Innovation Social value-focused interviews can uncover customers' real desires for new products and help yield critical insights for innovations.

By Maria F. Flores Letelier, Charles Spinosa, and Bobby J. Calder:

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["Extending Scenario Planning into Transvaluations"](#), 

Published by: Futures Research

What future did Steve Case foresee when he drove AOL to become the largest Internet access provider?

By Charles Spinosa, Chauncey Bell and Maria Flores Letelier

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IT and Marketing

["Information Technology and the institution of identity"](#), 

Published by: Information Technology and People

Reflections since Understanding Computers and Cognition

By Fernando Flores with the assistance of Charles Spinosa

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IT

["Innovative Insights"](#)


Battling with the IT Budget

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Ian Duncan

Strategic Mobilisation

["Trust is an absolute must if you want to bring your people with you through the change process"](#), 

Published by: Sunday Independent, Dublin.

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Callum Lindsay

["Why Your Business Needs Agile Software Development"](#), 

Flexing IT to meet your business needs

By Callum Lindsay

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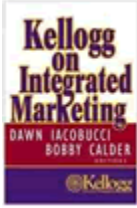
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