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<i>This is the eighth chapter, "Kii Ning's principle problem (commercial ethics)", in our serialization of Clean Business Cuisine, a tale of ancient China with possible analogies with twenty-first century business.</i>	

## Feature articles

<b>Brand-building: finding the touchpoints that count</b>	<b>11</b>
Suzanne Hogan, Eric Almquist and Simon E. Glynn	
<i>In the bid to build a world-class brand, it's tempting for managers to invest everywhere that the brand touches customers. The "do everything" approach rarely works well, however, because resources are spread too thinly to be cost-effective. By using the right customer data and analytical tools, companies can identify and support the brand touchpoints with the highest ROI.</i>	
<b>When bad things happen to good companies: strategy failure and flawed executives</b>	<b>19</b>
Sydney Finkelstein	
<i>Mistakes in strategy can be boiled down to two things: a wrong idea and bad stewardship of that idea. An idea that is "wrong" is not just a bad idea, but an idea that is wrong-headed. It should never have come up in the first place, but it did, usually because of a fundamental misreading of the competitive landscape. The author examines Wang Laboratories as a classic case of a strategy gone bad and Japan's Snow Brands, a company that did not learn from its mistakes.</i>	
<b>Nurturing the new: patterns for innovation</b>	<b>29</b>
Bolko von Oetinger	
<i>This third and final article by Bolko von Oetinger continues the distillation of ideas in the book, A Passion for Ideas: How Innovators Create the New and Shape Our World, that he co-edited with Heinrich von Pierer. The author identifies five patterns of behavior needed for corporate innovation, describing the fourth and fifth behavioral patterns in this paper: the right context for the new, and the need to ask questions.</i>	
<b>Strategies for Asia's new competitive game</b>	<b>37</b>
Peter J. Williamson	
<i>Recognizing the drivers of change in the Asian environment and what they mean for the way Asian competition will work in the next round is the first step towards creating the new kinds of strategies and companies that will succeed in the future. Four shifts occurring in today's Asia are particularly significant: the demise of asset speculators; China's scattering of the pattern of orderly Asian "flying geese" developments; the breakdown of national economic "baronies"; and the decay of "me too" strategies.</i>	
<b>Traps in diagnosing organization failure</b>	<b>44</b>
Vincent L. Barker III	
<i>When an organization is failing to perform adequately, decisions made by top managers may determine the very existence of the company. Yet managers may encounter many pitfalls when trying to understand the reasons for failure. Drawing from his research and surveys of executives, the author presents a framework for identifying the real causes of company problems.</i>	