

講演録(スライド)

# Strategy Rules: Five Timeless Lessons from Bill Gates, Andy Grove, and Steve Jobs

By Michael Cusumano

Sloan Management Review Distinguished Professor of Management MIT Sloan School of Management



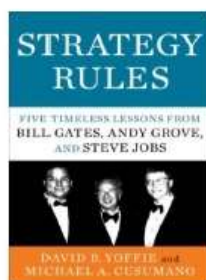
2016 年 10 月 2 日、ビジネスモデル学会 2016 年秋季大会において、「世界最先端の経営学教育ノウハウを持つ」と高評されるマイケル・クスmano氏(マサチューセッツ工科大学(MIT)スローン経営大学院教授)を迎え、基調講演を頂いた。本誌ではこの講演のスライドを掲載させて頂く。なお、本講演スライドを理解するのに有益と思われる文献として、後掲 Extrapolating from Moore's Law も参照されたい。 —編集委員会

**マイケル・クスmano氏略歴** 1954 年 9 月 5 日米国生まれ。プリンストン大学を卒業し、ハーバード大学より博士号を取得。現在はMITスローン経営大学院およびMIT工学部教授。ビジネス戦略やテクノロジー・マネジメントに関する世界的権威の一人であるクスmano教授は、主にハイテク産業分野における数々の大手企業のコンサルタントを務め、またこれまでに数社の役員を歴任。著書は「ソフトウェア企業の競争戦略」、「君臨する企業の『6 つの法則』—戦略のベストプラクティス」などを含む 13 冊、最新作は掲題の講演テーマである。

# STRATEGY RULES:

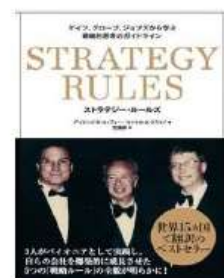
## Lessons from Bill Gates, Andy Grove & Steve Jobs

Business Models Association Annual Conference  
Waseda University  
October 2, 2016



Michael A. Cusumano  
MIT Sloan School of Management  
Tokyo University of Science

© 2016 [cusumano@mit.edu](mailto:cusumano@mit.edu)



### Michael Cusumano



Sloan Management  
Review Distinguished  
Professor of  
Management with joint  
appointment in MIT  
School of Engineering,  
1986 - present

VP, Tokyo University of  
Science, 2016-17

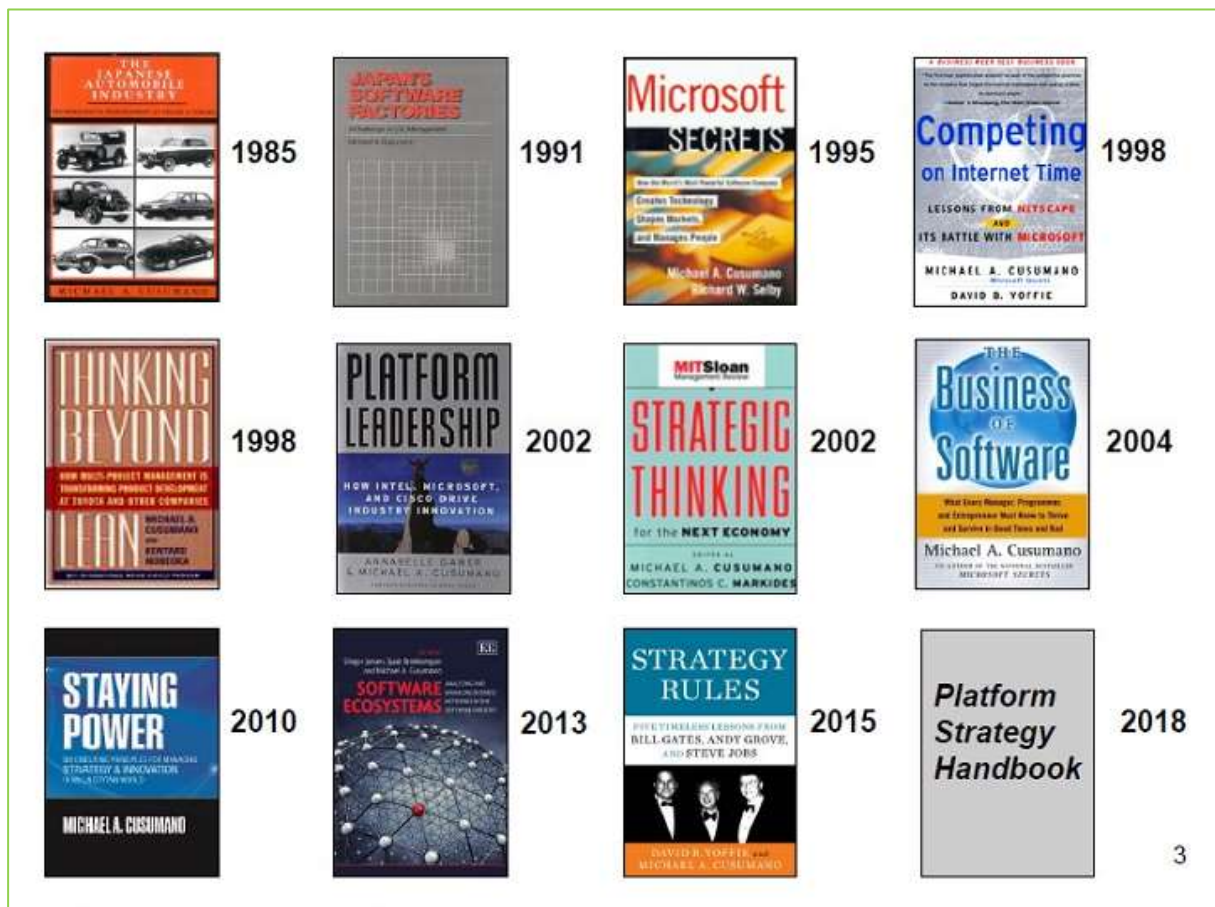
- Specializes in strategy, product development, and entrepreneurship in the computer software industry, as well as automobiles and consumer electronics
- Teaches *Software & Internet Entrepreneurship* since 1997 and other courses, recently *Advanced Strategic Management*

#### Education & Overseas Study

- B.A. degree (Princeton, 1976) and Ph.D. (Harvard, 1984)
- Princeton-in-Asia Fellowship (1976-1978) at ICU in Tokyo
- Postdoctoral Fellowship in Production and Operations Management (Harvard Business School, 1984-86)
- Received two Fulbright Fellowships and a Japan Foundation Fellowship for studying at Tokyo University

#### Other

- Consulted for some 90 companies and organizations globally
- Served as editor-in-chief and chairman of the *MIT Sloan Management Review*; writes a column on Technology Strategy and Management for *Communications of the ACM*
- Named one of the most influential people in technology and IT by Silicon.com in 2009
- Director – Fixstars (Japan), DataXylo (US), SwipeSumo (India)<sup>2</sup>



## Focus of Today's Talk

- How do great entrepreneurs *think about the future*?
- How do they *invent new business models*?
  - **Product to Platform & Ecosystem Thinking**
- How do they *decide what to do – vision to venture*?
- We studied 3 great CEO-entrepreneurs and companies that we know well AND which shaped our modern world:
  - **Bill Gates** (Microsoft CEO 1975-2000, Chairman to 2014))
  - **Andy Grove** (Intel CEO 1987-1998, Chairman to 2004)
  - **Steve Jobs** (Apple CEO/Chairman 1976-1984, 1997-2011)





## Strategy Rules - Context

Three Very Different People, Great Influence on Each Other, Never (as a Trio) Compared Before



**Gates** – Privileged, geek, drop-out  
**Grove** – Holocaust survivor, Ph.D.  
**Jobs** – Orphan, flower child, drop-out



## March 1998 Time Magazine 75<sup>th</sup> Anniversary



©David Yoffie & Michael Cusumano. Do not reprint or distribution without permission of the authors

## Five Strategy Rules

Not a “random sample” of CEOs but a common approach.  
Our argument -- important lessons for all strategists & entrepreneurs!

- 1. Look Forward, Reason Back**  
未来のVisionを描き、逆算して今 何をすべきかを導き出す
- 2. Make Big bets, Without Betting the Company**  
会社を危険にさらすことなく、大きなかけをする
- 3. Build Platforms & Ecosystems, *Not Just Products***  
製品だけではなく、Platforms と Ecosystemsを構築する
- 4. Exploit Leverage & Power – Play Judo & Sumo!**  
Leverage 力点と Power勢力を両方活用する
- 5. Shape the Organization around a *Personal Anchor***  
個人的な強みを核にして組織(と Strategic Focus 焦点 )を作る





## “Platform” General Definition

- A **“mechanism”** (physical or virtual) that brings different groups of people together for a common purpose or to share a common resource. 共通の目的のために一緒に異なる人々を合わせること、それとも共通の資源を共有することを可能化する“メカニズム”（機構?）（物理的または仮想的）
- The mechanism also enables transactions, interactions, or innovations that would not otherwise occur or occur so easily. また、このメカニズムは、そう簡単に起こらないだろう取引、相互作用、あるいは革新を可能化する

## Levels & Types of Platforms

- **Company Level 企業レベル**
  - **Product Platforms:** Common **building blocks and architecture** that enable different groups **within a firm** to more easily create new products or services 新しい製品やサービスをより簡単に作るために**会社内**の異なるグループの一般的なビルディング・ブロックとアーキテクチャ
- **Ecosystem Level エコシステムレベル**
  1. **Innovation Platforms:** Common **building blocks and architecture** that enable different groups **within & outside a firm** to create new products & services.
  2. **Transaction Platforms:** Common **building blocks and architecture** to more easily interact or conduct transactions **within a market**.

11

## “Platform” Over “Product” Strategy

*When did “the light” go on ?*

- **Bill Gates: 1980 DOS contract with IBM**
  - Gates gave DOS to IBM for no-royalty but kept rights to license to other firms & create “PC clone” market ライセンスする権利を保持
- **Andy Grove: 1990 CISC vs. RISC decision**
  - Grove decided to stay with older x86 microprocessor design & evolve incrementally to preserve compatibility 互換性を維持する優先
- **Steve Jobs: 2003 iPod/iTunes to Windows**
  - Jobs agreed to make Apple products & services available to all PC users すべてのPCユーザーに利用できるようにする決定

12



Apple				Microsoft		
	Revenues (\$billion)	Operating Profits (%)	Market Value (\$billion)	Revenues (\$billion)	Operating Profits (%)	Market Value (\$billion)
2015	\$234	30	\$710	\$94	19	\$365
2014	183	29	460	87	32	340
2013	171	34	480	78	34	300
2012	157	35	413	74	30	235
2011	108	31	425	70	39	247
2010	65	28	312	62	38	245
2009	37	21	180	58	35	247
2008	32	19	118	60	37	150
2007	24	18	74	51	36	288
2006	19	13	46	44	37	251
2005	14	12	29	40	37	234
2004	8	4	8	37	25	256
2003	6	(loss)	4	32	30	252
2002	6	--	5	28	29	216
2001	5	(loss)	8	25	46	258

Apple			
	Revenues (\$billion)	Operating Profits (%)	Market Value (\$billion)
2015	\$234	30	\$710
2014	183	29	460
2013	171	34	480
2012	157	35	413
2011	108	31	425
2010	65	28	312
2009	37	21	180
2008	32	19	118
2007	24	18	74
2006	19	13	46
2005	14	12	29
2004	8	4	8
2003	6	(loss)	4
2002	6	--	5
2001	5	(loss)	8

What changed at Apple in 2003-2004?



Apple			
	Revenues (\$billion)	Operating Profits (%)	Market Value (\$billion)
2015	\$234	30	\$710
2014	183	29	460
2013	171	34	480
2012	157	35	413
2011	108	31	425
2010	65	28	312
2009	37	21	180
2008	32	19	118
2007	24	18	74
2006	19	13	46
2005	14	12	29
2004	8	4	8
2003	6	(loss)	4
2002	6	--	5
2001	5	(loss)	8

iPad (iPod Touch stretched, with some new apps)

iPhone (iPod Touch + cell)

iPod & iTunes for Windows

iPod & iTunes

## Apple:

**Pre-2003 = Product-First Thinking**  
**Post 2003 = Product + Platform + Services!**



- **Reinvented/extended capabilities:** Linked PCs to consumer electronics, smart phones, digital media & software
- **Changed strategy & business model:** Product portfolio (Mac, iPod, iTunes) to platform & complements (iOS – iPod, iPhone, iPad – with App Store, iTunes, then iCloud, etc.)

## Personal to Organizational “Anchors” ... Impact on Strategy



**Bill Gates** — a deep understanding of software, insight in 1975 to write once, sell a million times (“*Software as Product...Platform*”)



**Andy Grove** – pursuit of “discipline” 規律の追求, insight from 1968 to make Moore’s Law into a reality (“*Fab & Marketing*”)



**Steve Jobs** – an unmatched sense of design, insight in 1976 to bring new technology to average people (“*User Experience*”)

## How Look Forward, Reason Back?

- Create a vision of the future, such as by
  - **Extrapolation** 推定 (from “data” you & others know today)
  - **Interpretation** 解釈 (what do these data really mean?)
  - **Point of view** 立場 (what should the future look like for your firm & market, after 1-3, maybe 5-10 years?)
  - Describe in a Vision Statement that is simple, clear, actionable  
簡単、明確、実用的
- Then reason back 逆算する:
  - What are the specific actions to take TODAY?
  - 6 months from now? Next 6 months? Etc.

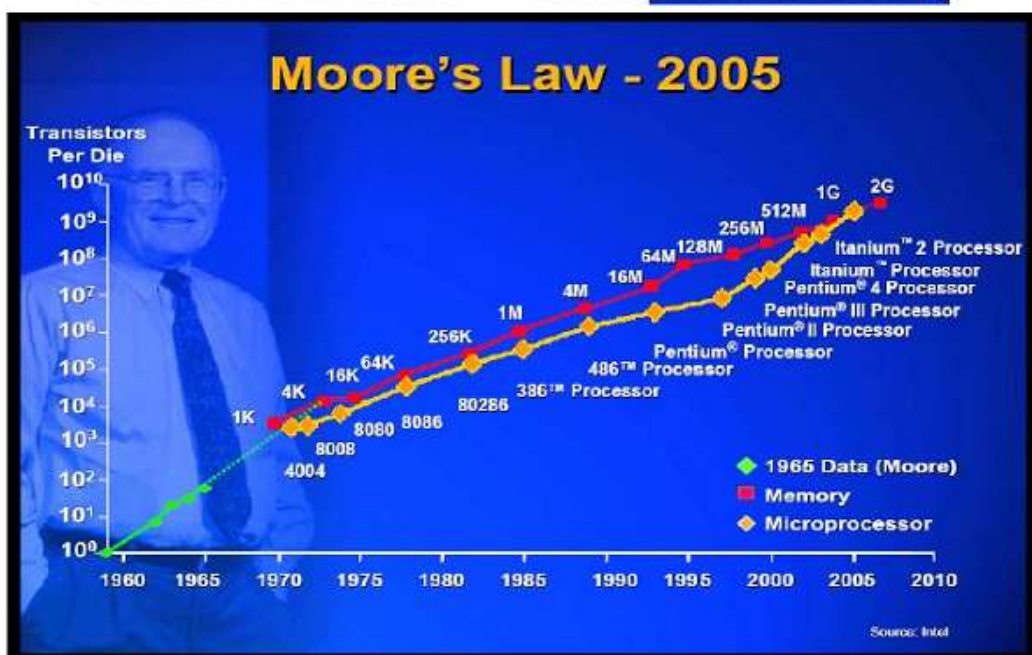


## Counter-intuitive, or Not?

- Yes. Most of us want to **learn from history**, so we tend to ***“look back, and then reason forward.”***
- Our three CEOs did some of this!
  - **Gates** – IBM’s history with the mainframe & PC “clones”
  - **Grove** – Fairchild’s chaotic history & early Intel goals
  - **Jobs** – Hewlett-Packard et al. & Silicon Valley culture
- But mostly, they ***“looked forward, and reasoned back”*** – very carefully.
  - We believe that all great strategists & entrepreneurs need to do this themselves or with a trusted team.

19

## Moore’s Law Drove the Vision of Gates, Grove & Jobs – But Differently



20

## Bill Gates' Vision (1975)

"a computer on every desk and in every home," running Microsoft software. (*Company filing, 1975*)

**Note:** Microsoft co-founder Paul Allen wanted to sell hardware & software, which most computer companies did at the time (IBM, DEC, and Apple, founded 1976)

(J p. 63) **Gates:** "I thought we should do only software. When you have the microprocessor doubling in power every two years, in a sense you can think of computer power as almost free. So you ask, why be in the business of making something that's almost free? What is the scarce resource? What is it that limits being able to get value of out that infinite computing power? Software."

1994 magazine interview,  
quoted in *Microsoft Secrets* (1995)



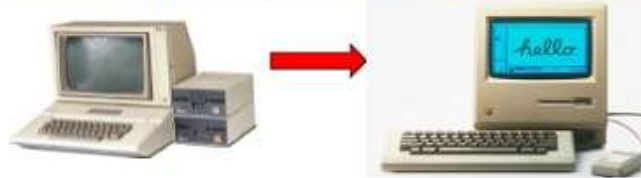
「マイクロプロセッサの能力が2年ごとに倍増するのなら、ある意味で、コンピュータの計算能力はほとんどタダになると言える。だから私はこう考えた。タダで手に入れられるものを提供するビジネスを続ける意味はあるのか？ もっと価値の高い、希少なリソースは何か？ 無限のコンピューティング・パワーから価値を引き出すつえでの制約になっているものは何か？ その答えは、ソフトウェアだった」

——ビル・ゲイツ（1994年）

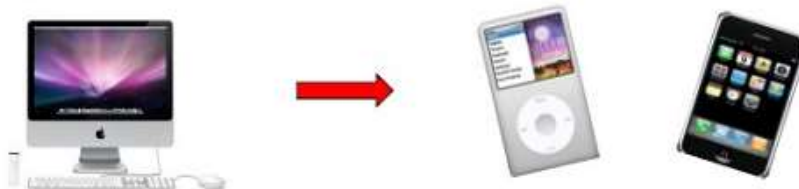


## Steve Jobs' Vision (1976, 2001)

**1976:** A computer as easy to use as a typewriter or a toaster, right out of the box! **Apple II (1978)** then the **Macintosh (1984)**



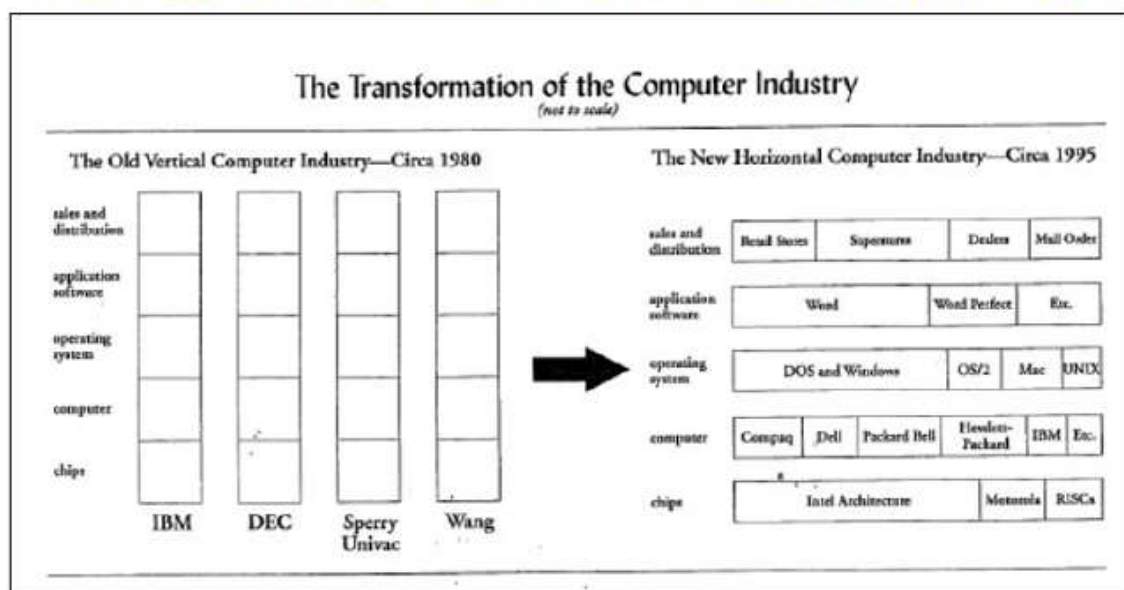
**2001:** "We think [the PC] is evolving... The future of computing lay in finding a way to allow users to create, share, and add value to the *explosion of digital devices*... The Mac can become the 'digital hub' of our emerging digital lifestyle."



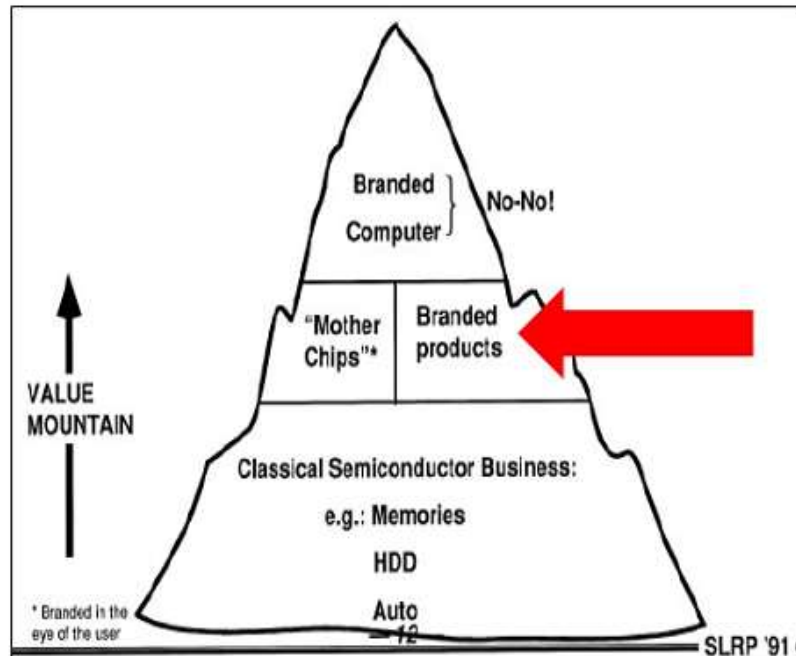
23

## Grove's Vision (late 1980s)

**Moore's Law would break the vertical computer industry.**  
***Intel must try to dominate only the microprocessor layer.***



## 1991 Grove Board Presentation



25

## Les Vadasz (Intel SVP) on Andy Grove:

(J p. 85) Grove ...understood a basic truth: **“You can only look so far, and so you better just keep looking frequently. That’s the most important element of strategy: You understand the direction you’re going, but you also know what you’re going to do in the next six months.** Most companies will do a pretty good job many times about the direction, but then they never break it down to shorter metrics. Intel did a super job on that.”

26



「将来はある一定の距離までしか見通せないため、頻繁に目を向けなければならない。そして、戦略でもっとも重要なのは、将来だけでなく、次の半年で何をやるのかを理解することだ。たいていの企業は方向性を入念に検討するが、それを短期間の具体的な目標に置き換えない。この点ですぐれていたことが、インテルが成功した大きな理由だ」

27

## Intel and Moore's "Law"

- Not really a "law." **An investment strategy (and big bet)** by Intel to double price-performance every 18-24 months
  - Required billions of dollars in steady investments over many years
  - x86 microprocessor became key to PC platform and this allowed Intel to maintain high prices, build entry barriers, "control" supply
  - Intel also helped grow the entire PC ecosystem – assisted software OS, applications, & hardware makers
- From 1965-2015, price-performance of PC computing devices increased about 2,000,000,000 times!
  - New apps & services utilizing higher levels of (1) processing power, (2) data storage, and (3) bandwidth
  - Enabled most everything we see today in technology

28

## Final Thoughts

- Gates, Grove & Jobs: Entrepreneur-CEOs AND inventors of new business models, widely adopted
  - **Software Products to Platforms = MICROSOFT**
  - **Products to Platform & Ecosystem Leader = INTEL**
  - **Portfolio of Products, Platforms & Services = APPLE**
- Success not random or only “lucky” but reflected “personal to organizational anchors,” deep & unique capabilities, and ability to learn & evolve
- Also willingness to experiment & make “big bets”

29

## On Making Bets

**Andy Grove:** “There is at least one point in the history of any company when you have to change dramatically to rise to the next level of performance. **Miss that moment and you start to decline.**”

どのような企業にも、少なくとも一度は、業績を飛躍させるための激的な変化が求められるときがある。**その瞬間を逃せば、衰退が始まる。**

**Steve Jobs:** “Dylan and Picasso were always risking failure. This Apple thing is that way for me. I don’t want to fail, of course... **If I try my best and fail, well, I’ve tried my best.**”

Dylan と Picasso はリスクを取った。Apple で私がしていることもそれと同じだ。もちろん失敗はしたくない。だけど、**自分のベストをやってみて失敗したのなら、それは自分のベストを試してみた。**

30