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IBM Deep Blue

1996

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70%

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General Electric. 1998 .

GE Capital,
General Electric,
50% GE Capital

II 1991

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1455

500

Time,

500

90%

15%

99,3%

World Wide Web

1950

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Pilkington,
Xerox.

DeBeers

20

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1960-

75 . 1967 - 5 000 . 1995 -
130.º 800." 100 000
6 , ,
Oticon
General Electric,
Oticon General Electric. :
un periodo especial .
(,)
100% . 100.
" " " "

Siemens . Ericsson . 20%

Fortune 500

\$500 \$1000

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Stanford, Berkeley

ULCA,

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1996

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271

37

2000

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90

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, INSEAD

SDA Bocconi

1996

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Audi, Toyota, Ford

JD Power .

Renault,

The Economist,

" "

1970-

ABB,

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GTE:

Funky Inc.

Funky Inc.

Seagate Technology Inc.,

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Fortune

Rubbermaid,

Rubbermaid

Rubbermaid

Rubbermaid

Rubbermaid

, Funky Inc.

Bell,

PepsiCo.,

tex-mex junk

food

5 Bell \$70 \$550

Starbucks Dell, Amazon, Nike Nike

Tiger Woods Starbucks baristas (Barnes & Noble, Costco United Airlines

Ford's 60% General Motors GM 1920 12% Pontiac, Buick, Cadillac (Chevrolet, Oldsmobile,

Funky Inc. Chaparral Steel,

" " - , , .
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, Microsoft.

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Group . . Kearney , McKinsey, Boston Consulting
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McLean - McDonald's?
BigMac,
McDonald's, -
McLard , McLean. McDonald's
CNN?
" "

Tomagotchi -
1997

CDNow

Amazon.com.

Amgen.

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10
Fortune 1000.

Amgen -

50%

Ford'a

\$100

, \$500, \$5000

\$50 000.

Funky Inc.,

Post-it

18

, 27

, 56

20

SCANIA,

? Barbie

15 000

\$40 (

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Barbie Mattel,

"1984"

Mattel:

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. MTV

24

Progressive Corp.

Scandinavia Airlines Systems

Razorfish.

Levi's?

Custom Clothing

Technology

Levi's.

Levi's 505

\$10.

Gold,

Hertz

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Funky Inc.

. Funky Inc.

. Funky Inc.

status quo

1.

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D -

. Cacophony Inc.

2.

Consistency Inc.

3.

5%

65%

7%

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Kodak, Amgen, Cisco, Merck, General Mills Procter & Gamble - :

Stock Starbucks GE 20000 1980- 200. 1996 . Bean 1991 .. \$50 000.

Funky Inc.

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1 - 2 - :
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McKinsey

Quad Graphics 50% 8500
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SouthWest Airlines.

. Funky Inc.

Harley-Davidson.

. Harley-Davidson

: Funky Inc.

Funky Inc.

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, GE,

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Funky Inc.

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\$100 ., 1000 , 90%
Oticon " "

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90 Oticon'e modus operand!
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Funky Inc.?

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XX

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" " 1970- Fortune 500
20% 19 10%.
Fortune 500 7% 50%

Funky Inc. -

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200 000

40

150

London Business School

150

60%

Virgin

50-60

Microsoft,

200 -

215 000

ABB.

ABB

GE,

2 10,

2 5

5000

? ABB

45

GE -

20

Chrysler,

20 50.

100.

" " " "

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Funky Inc. -

University of Southern California

Ferrari

McKinsey

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Focused Inc.

7Up/RC

: Lipton Arizona.

Volvo S40 Mitsubishi Charisma

Unilever,

Unilever.

, GE,

500

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46,5

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terra incognita, terra firma .

" Sony " Beatles,

Walkman

AT&T,

Intel.

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 Coca-Cola 1985
 New Coke.
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 Coke,
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 Coca-Cola Po " " ?
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 GE Kidder Peabody.
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 GE 1986 . GE 80% \$600
 GE \$1,2 " , - " , -
 (" GE) , -
 Kidder Peabody Kidder
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Decision Research,

"15%":
15%

15%

Post-it.

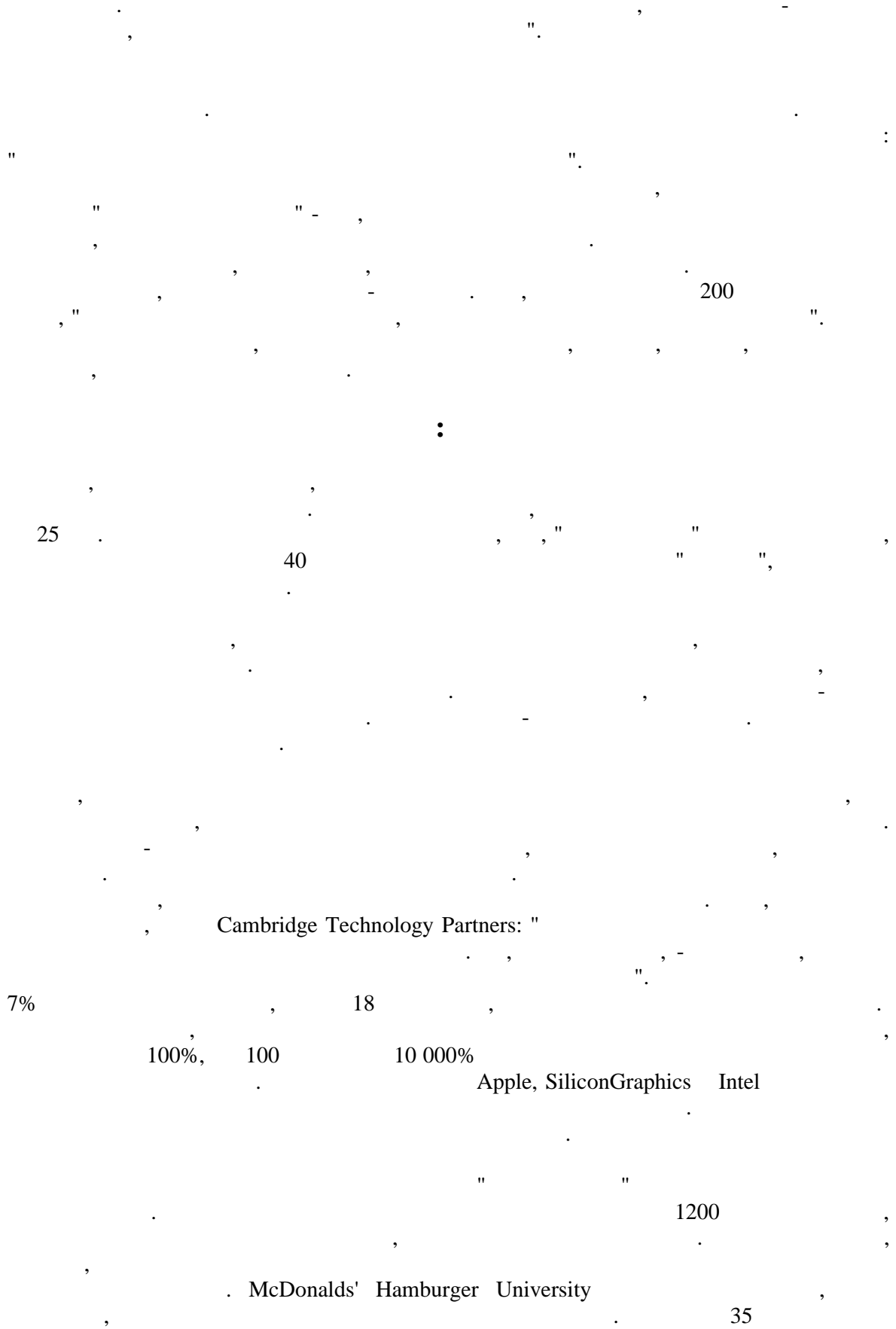
"15-

Canon, :

Bell Labs: "

1 1000,

Post-it Apr



50 000
22

30

Hamburger University

Disney University,

Motorola. Motorola University

- " " \$170
40

550 000
Motorola, 139 000,

MBA. Motorola
\$33

1998

British Aerospace

British

Aerospace Virtual University.
\$1,5

Simon & Schuster

1998

Pearson

\$3,6

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News Corporation

Pearson

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Microsoft, Disney

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Wal-Mart'a

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Harvard Business School

Warner

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Sun Microsystems = T

Institute

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South West Airlines McKinsey.

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BMW (

Nike

), Air-Jordans

, GE.

Fiorentina,

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 Kiddy & Partners. "
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 Microsoft
 Bang&Olufsen
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 " Disney : "
 Infoseek Starware, - ,
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 (Rubbermaid, . Funky Inc.
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600 000 " Manpower,

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1976 . \$500, 25. ?
1.
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3. , ?
Hummer Winblad -

1977 . \$2000, 33. ?;
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3. , ?
Oracle.

1984 . \$1000, 19. :
1.
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3. ?

1999 . ?

Playboy.
Playboy

, \$60 . , 25 300 , , .

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100%.

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ABB, IBM

Fortune

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ABB, IBM

Fortune

"All business is show business", Jan Carlzon

Progressive.
Stokke.

Dell.
Starbucks.

Ikea.

Chevrolet Suburban.

Apple:

Dell.

status QUO,

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Normal Inc.

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343

XIX

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XX

. Just-in-time (JIT),

“ ”

(Oticon).

. Andersen Consulting, McKinsey & Company, Boston Consulting Group Gap
Gemini

CAD/ ?

. Ericsson, . Ericsson
Nokia . Philips . Motorola . Sony
. Siemens

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"X",

Alessi \$80,

Microsoft

ummer` ?

Citibank

Rolling Stones?

? Motorola
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Ford: "

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Walkman Sony?

Nokia,

Gap

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100

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INSEAD'a .

SouthWest Airlines. "

Microsoft (IBM)

Microsoft -

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BMW: "

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Nike

Starbucks?

JD Power

Spray, Yahoo, Compare Net -

Microsoft,

Alessi.

Benetton,

Benetton'y.

10%,

1990-

90%

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"X"?

"X",

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CNN

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Stanford'a.

Anita Roddik -

Toyota

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Philips Bosch

60

&

Nike

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BMW

350

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Intel.
Levi's, Calvin Klein Nike.
Sheraton McDonald's, Unilever
McFeast Coke. 150 Gillette?
1,2 Coca-Cola \$50 . Coca-Cola
Coca-Cola ?
40,5
20
1970- ? 1960-
1980- ?

Cisco Systems

IQ.

University of Michigan, "

Army

10000

Barmy Army .

, Barmy

Davidson.

Harley-

" " Harley-Davidson.

Harley-Davidson

Apple,

Pepsi,

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Microsystems.

Sun

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100%.

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