

Index

- A Bug's Life (Movie), 122, 123
- Acquiring new technology,
85–86
- Acquisitions, growth by, 198,
200–201
- Action, 1
- Advanced Research Projects
Network (ARPAnet),
41, 46, 48
- AI. *See* Allegheny International
(AI)
- Allegheny International (AI),
273, 275
- levels of authority in, 278
- strategic greed in Buckley's,
280
- Ally, 186
- Amazon, 157, 171–172
- Amelio, Gilbert F., 115, 129
- America Online (AOL), 157,
168–170
- American Supreme
Commander for Allied
Powers (SCAP), 262,
263
- Analysis, 26
- AOL. *See* America Online
(AOL)
- Apple 4.2, 107
- Apple Computer, 94
- iPod product, 129
- Macintosh computer, 113
- strategy process, 118
- computer-animation
 technology, 123
- after Jobs' Departure, 118,
119
- Pixar, 120, 121
- subdivision surfaces, 124
- ARPAnet. *See* Advanced
Research Projects
Network (ARPAnet)
- Asynchronous transfer mode
(ATM), 71, 72
- ATM. *See* Asynchronous
transfer mode (ATM)
- Atomic bombs, 259
- Austen, Jane, 64
- Bakufu, 222
- Bankruptcy, 179, 181, 185
- Bardeen, John, 20

- Barnard, Chester, 8
- Bell Labs, 21
- Benchmarking, 89
- Berman, Dennis, 131
- Besanko, David, 89
- Bessemer process, 58
- Best practices, 89, 90
- “Big picture”, 98, 127
- “Bill-and-hold sales” technique, 289–290
- Black Ocean Society, 246
- BM. *See* Business models (BM)
- Bosack, Leonard, 41, 53, 64, 65
- Bottom-up perspectives, 98, 99, 105, 106, 108
- Brattain, Walter, 20
- Briggs, Katharine Cook, 26
- Bromely, Phillip, 212
- Brown, Donaldson, 147–149, 153
- Brown, Robert, 212
- Bruell, Steven, 131
- Buckley, Robert, 273–276, 278–280, 283–284
- Bunnell, David, 44, 53, 62, 63
- Bureaucracies, 75
- Bureaucratic rationality, 75
- Burrows, Peter, 110, 114
- Busan. *See* Pusan
- Business models (BM), 118, 137, 141–142, 159
- automobile manufacturing production system flow, 143–144
 - competitive policy, 155
 - “concept of the enterprise”, 142
 - diversification policy, 154
 - financial policy, 154
 - GM and Ford Strategic Rivalry, 144–148
 - information policy, 148–150
 - innovation policy, 151–152
 - marketing policy, 152
 - Michael Porter’s value-added model, 142–143
 - organization policy, 153–154
 - product policy, 150–151
 - production policy, 152–153
 - See also* Strategic policy matrix
- Business plans for new ventures, 324
- business policies, 325
- categories, 324
- executive summary, 326
- financial strategy, 329–330
- information strategy, 329
- innovation strategy, 326–327
- marketing strategy, 328
- organization strategy, 328–329
- product strategy, 327
- production strategy, 327–328
- SWOT analysis, 330–331
- “Business portfolio”, 177
- Business-level strategy interactions, 189–190
- Business(es)
- constant in sales and profits, 204
 - with cyclic sales in economic cycles, 204
 - with declining sales, 205

- growing in both sales and profits, 203, 204
- in large mature industries, 206–207
- new businesses in new industries, 208–209
- new businesses in new large industries, 209–210
- principle theory, 96
- in small mature industries, 207–208
- Buskirk, Eliot Van, 130
- C&C Committee. *See* Computers & Communications Committee (C&C Committee)
- Capital, 79, 160
 - liquidity, 83
 - market, 178
- Casesa, John, 183
- Casesa Shapiro Group, 183
- Cellular Network and Telecommunication Operator (CNTO), 159
- Central processing unit (CPU), 95
- CEOs. *See* Chief executive officers (CEOs)
- Chambers, John, 65, 69, 74
- Chandler, A., 8
- Chevrolet, 145
- Chief executive officers (CEOs), 3
- Christensen, Clayton, 10
- Cisco systems, 40, 53–54, 61, 68
 - ATM, 71, 72
 - big picture in business strategy, 49–53
 - cloud computing, 73
 - Crescendo Communications, 72
 - GE, 69
 - Grid Systems, 62
 - Internet, 44–49
 - Internet of Things, 74
 - IPO, 63
 - router concept, 44
 - Strategic Decision and Stakeholders in, 78
 - SUN, 42
 - “to-do lesson”, 70
 - two-thirds shares, 64
 - U.S. Department of Defense, 41
 - in USA, 40
 - venture capital, 61
 - word-processing work stations, 71
- Clark, Kim, 32, 33, 35
- Cloud computing, 73
- CNTO. *See* Cellular Network and Telecommunication Operator (CNTO)
- Code of Regulations, 266
- Cognitive functions, 25
- Cognitive School, 91, 112
- Coleman Company, 293
- Colvin, Geoffrey, 118
- Commitment, 30–32
- Competitiveness

- changing features, 32–33
- competition strategy, 329
- competitive discontinuities, 12
- competitive policy, 155
- kinds of socio-technical systems, 33–34
- precepts for corporate strategy, 33
- strategic precepts, 35–37
- and strategic vision, 32
- Computer-animation technology, 123
- Computers & Communications Committee (C&C Committee), 174
- “Concept of the enterprise”, 137, 142
- Conduct of firms, 10, 11
- Configuration School, 92–93
- Conglomerate company, 157, 177
- Conscious operations of mind, 25
- Contingency theory, 92, 107
- Corporate diversification, reasons for, 198
- growth
 - by acquisitions, 198, 200–201
 - by innovation, 198, 199–200
- improving coverage of markets, 198, 202
- surviving economic cycles, 198, 202
- See also* Stock market, v
- valuation of businesses; Strategic management
- Corporate planning scenario, 188–189
- Coverage improvement of markets, 198, 202
- Cox, Rob, 179–180
- CPU. *See* Central processing unit (CPU)
- Crescendo Communications, 72
- Cringley, Robert, 64
- Cultural interactions, 240–241
- Cultural School, 92
- Cultural system, 244
- Currie, Antony, 179–180
- Customer marketplace, 178
- Dai-Ichi Kokuritsu Ginko Bank, 236
- DEC10 Systems, 42
- Decision strategy, 77–78
- Decision theory, 1, 2
 - See also* Strategy theory
- Deductive approach to strategy, 99
- Design School, 91
- Dimensions of vision, 30–32
- Discontinuities
 - competitive, 12
 - environmental change, and organizational decline, 10
 - executive team’s ability to envision, 11
 - leadership in large organizations, 9
 - and strategic vision, 8

- Discounted cash-flow
 - approach, 190
- Discounted Present Value
 - strategy (DPV strategy), 191
- Disruptive change, 10
- Distribution
 - expansion, 83–84
 - systems, 81
- Diversification policy, 154
- Diversification strategy, 177, 328
 - corporate diversification,
 - reasons for, 198–202
 - decline of GM, 178–186
 - opportunity costs of staying in business, 190–192
 - stock market valuation of businesses, 202–210
 - strategic business model, 186–188
 - business-level strategy interactions, 189–190
 - diversified firm-level strategy interactions, 188–189
 - strategic management in diversified firm, 192–198
- Diversified firm-level strategy
 - interactions, 188–189
- Dix, John, 42
- Doped atoms impurities, 22
- dot. com financial bubble, 54, 55
 - functional capabilities, 57
 - innovation process, 58
 - new economy, 56
 - technological innovation and financial developments, 55
- DPV strategy. *See* Discounted Present Value strategy (DPV strategy)
- Dranove, David, 89
- Dream Team, 296
- Drucker, Peter, 74
- Due diligence, 293–294
- DuPont, Pierre, 145–146, 153
 - diversification strategy, 150
 - GM products, 151
- Durant, William, 145–147
- Durant-Dort Carriage Company, 146
- E-retail businesses, 82
- E/P ratio, 203
- Earle, Nick, 73
- Echigo, Lord, 221
- Economic/economy
 - cycle survival, 198, 202
 - interactions, 240
 - system, 244–245
 - time lines of, 50
- Efficiency, 2
- Electro-Dynamics Corp, 201
- Emperor Showa, 7
- Enterprise system, 137, 143
 - value-added business models of, 160
- Entrepreneur, 65
- Entrepreneurial management, 65

- business literature themes, 65–66
- individual entrepreneurial system, 67
- managerial styles, 66
- radical innovation, 68
- See also* Professional management
- Entrepreneurial School, 91
- Entrepreneurship, 65
- Environmental School, 92, 112
- Eric Schmidt of Novell, 4
- Esaki, Leo, 22–23
- Eshenbach, T. G., 33, 34
- Ethyl Corporation, 199
- Executive summary, 326
- Exploratory action, 18
- External forces on business valuation, 196–198

- Fanning, John, 131
- Fanning, Shawn, 131
- Fast-cycle companies, 167
- Federal Network Council, 48–49
- Feeling, 25
- Financial model, 148–149
- Financial policy, 154
- Financial projections, 188
- Financial strategy, 329–330
- First World War, 255
- Fisher Body Corporation, 154
- Five year plan, 68
- Ford, Henry, 141, 145
- Ford Strategic Rivalry with GM, 144–148

- Ford's innovation of Model T, 137–141
- France, Mike, 131
- Fujimoto, T., 32, 33, 35

- GE. *See* General Electric (GE)
- Geistauts, G. A., 33, 34
- General Electric (GE), 69, 273
- General Motors (GM), 144–148
 - decline of, 178–186
- General Motors Acceptance Corporation (GMAC), 152, 157
- Gilmartin, Raymond, 116
- Globalization of technological innovation, 52
- Globally-competitive industrial industries, 52
- GM. *See* General Motors (GM)
- GMAC. *See* General Motors Acceptance Corporation (GMAC)
- Google, 157
- Grid Systems, 62
- GTE, 173–175
- Gumpert, David, 66
- Gypsy, 123

- Hardy, Quentin, 73
- Healey, James, 185
- Henry Ford's Enterprise, 141
- Herzfeld, Charlie, 47
- High-frequency germanium transistor, 22
- Homebrew Computer Club, 95
- "Horseless-carriage", 146
- House of Mitsui, 216, 245

atomic bombs, 259
 Battleship Technology, 251
 Black Ocean Society, 246
 changing environments, 217
 China's rulers, 246
 commercial leaders of Japan,
 261–262
 conflict in Pacific, 258
 defeat of Russian Fleet, 1905,
 248
 economic reconstruction of
 Japan, 264
 emperor and government,
 258–259
 European nations, 256
 fascism, 254
 First World War, 250
 Ieyasu, Tokugawa, 219
 Japanese government, 253
 Laissez-Faire Theory,
 254–255
 landing of Commodore
 Perry, 224
 long-standing business
 relationships, 228
 Meiji Restoration, 226
 Mitsui businesses, 223
 “Mitsui-gumi”, 222
 Mitsui's Bussan, 247
 Nihonbashi in Edo, 220
 political interests, 255–256
 Saigo Takamori, 227
 Samurai of Satsuma Clan,
 226
 SCAP, 262, 263
 scenario relevancy matrix,
 264–267
 shogun rules, 221
 Tokugawa rule, 218–219
 Treaty of Kanagawa,
 225
 U.S. depression, 252
 U.S. steamship, 225
 United States forces, 257
 zaibatsu, 249–250
 See also Meiji Restoration
 Hutchinson, Martin, 179
 Hyatt Roller Bearing Company,
 146
 Ibuka, Masaru, 4, 12–18, 20,
 22, 31
 IC chip. *See* Integrated circuit
 semiconductor chip
 (IC chip)
 ICTs. *See* Information and
 Communication
 Technologies (ICTs)
 Ieyasu, Tokugawa, 219
 IMP. *See* Interface Messaging
 Processor (IMP)
 Incentives, 195–196
 Individual entrepreneurial
 system, 67
 Inductive approach to strategy,
 99
 Industry-context analysis,
 205–206
 Information and
 Communication
 Technologies (ICTs),
 159
 Information policy, 148–150
 Information strategy, 329

- Initial public offerings (IPOs), 56
- Initial sales, 81–83
- Innovation
 - growth by, 198, 199–200
 - policy, 151–152
 - process, 58
 - strategy, 326–327
- Insolvency, 179–180
- Instability, 9
- Integrated circuit
 - semiconductor chip (IC chip), 58
- Intercloud, 73
- Interest, inherent conflicts of, 196
- Interface Messaging Processor (IMP), 47
- Internationalization of science, 51
- Internet, 44
 - ARPAnet, 46
 - Federal Network Council, 48–49
 - IMP, 47
 - implementation, 45
 - Internet of Things, 74
 - NCP, 48
 - stock bubble, 56
- Internet Protocol (IP), 49
- Intuition, 25
- IP. *See* Internet Protocol (IP)
- iPhone, 128, 133
- IPOs. *See* Initial public offerings (IPOs)
- iTunes music service, 129
- Jobs, Steve
 - first exercise, 94
 - Apple Computer, 94
 - “open architecture” policy, 96
 - strategic business vision, 95–96
 - WESCON, 95
 - strategic strength, 110–111
 - third exercise, 128
 - Apple’s iPod product and iTunes music service, 129, 134
 - iPhone, 133
 - MP3 player, 130
 - Napster, 131
 - RIAA, 132
 - visionary ability, 108, 110
- Joon, Park Tae, 305, 306
- Jung, Carl, 25
- Kahn, Robert, 48
- Kaoru, Inoue, 236
- Kazarian, Paul, 280
- Kerkorian, Kirk, 182
- Kettering, Charles F., 151
- Killer application, 110
- Kimberly-Clark, 285
- Kleinrock, Leonard, 46
- Knszo Nagai, Dr., 17
- Koici Nishimura of Solectron, 3
- Kotter, John P., 8, 9
- Kozel, Ed, 69
- Kramer, Briton, 130
- Krantz, Michael, 129
- Kuhn, Arthur, 193

- La Salle, 151
- Laissez-Faire Theory, 254–255
- Lampel, Joseph, 90, 94
- Leadership, 4, 77–78
- Learning organization model, 167
- Learning School, 92
- Lerner, Sandy, 40, 53, 64
- Licklider, Dr. J. C. R., 46
- Lockheed Martin, 202
- Lohr, Steve, 129
- Long-term and short-term differences of control, 195
- Lougheed, Kirk, 54
- Lowenstein, Roger, 181
- Lucas, George, 120

- Magic rule, 191
- Management
 - principles, 89
 - strategic precepts, 35
- Management hierarchy levels, 102
- Market factors, 155
- “Market-share-survival” rule of thumb, 192
- Marketing
 - policy, 152
 - strategy, 328
- Markkula, A. C. Mike, 96
- Martin-Marietta Company, 202
- Massachusetts Institute of Technology (MIT), 46
- Maynard, Micheline, 181–182
- Mazda, 163–165

- Me-too products/services, 85
- Meeting competitive challenges, 84–85
- Meiji Oligarchy, 235
- Meiji Restoration, 226, 244
 - Meiji government, 234, 236–237
- Meiji Oligarchy, 235
- Mitsui and government partnership, 238
- Mitsuiigumi Kokusan-kata Company, 237
- societal systems analysis, 233
- strategic decisions and societal change, 260–261
- systems analysis of Meiji Japan transformation, 239
- cultural system, 244
- economic system, 244–245
- Japanese Societal Systems, 243
- political interactions, 241
- political system, 244
- societal interactions, 240
- technological system, 243–244
- topological graph of societal systems, 242
- See also* House of Mitsui
- Meiji revolution, 226
- Mertonian irrationality, 77
- Microsoft MS-DOS operating system, 113
- Mintzberg, Henry, 25, 90, 94

- MIT. *See* Massachusetts Institute of Technology (MIT)
- “Mitsui Gomei Kaisha”, 249–250
- “Mitsui-gumi”, 222
- Mitsui-gumi Kokusan-kata Company, 237
- Model T in Ford, 137–141
- Morgan Stanley team, 293–294
- Morgridge, John P., 62, 63, 65, 69, 70
- Morita, Akio, 4–8, 12–18, 20, 22, 31
- MP3 player, 130
- MPMan, 130
- Multi-business strategy, 177
- Multiple-space analysis, 206
- Musashi, Miyamoto, 27–30
- Myers, Isabel Briggs, 26
- Myers-Briggs Type Indicator, 26
- Napster, 131
- National Aeronautics and Space Administration (NASA), 47
- National Bank Act, 236
- National Products Company. *See* Mitsui-gumi Kokusan-kata Company
- National Science Foundation (NSF), 48
- National Security Agency (NSA), 73
- NCP. *See* Network Control Protocol (NCP)
- NEC, 173–175
- Network Control Protocol (NCP), 48
- Network Working Group, 48
- Networking computers, 46
- New economy, 56
- Nishimura, Koichi, 116
- Nobunaga, Oda, 218
- Nocera, Joseph, 62, 63, 71, 72
- Northern Electric Co, 272
- NSA. *See* National Security Agency (NSA)
- NSF. *See* National Science Foundation (NSF)
- Open architecture policy, 96
- Open-system model, 142
- Operational reality, 98
- Opportunity costs of staying in business, 190–192
- Organization
policy, 153–154
strategy, 328–329
- Organizational and management development, 84
- Oster Company, 273
- P/E ratio. *See* Price-to-earnings ratio (P/E ratio)
- Packet switching, 46
- Palm Pilot, 114
- Palo Alto Research Center (PARC), 41

- Parallel-processing computers, 120
- PARC. *See* Palo Alto Research Center (PARC)
- Peddle, Chuck, 95
- “Peer review” procedures, 76
- Percent-of-profit-on-sales (P), 149
- Perception, 30–32
- Perelman, Ronald, 297–298
- Phoenix Tower, 274
- Pixar, 120, 121, 126, 128
- Pixar University, 124
- Plan, 18, 309
- Planning scenario, 106, 116–117
- Planning School, 91, 112
- Pohang Iron and Steel Company (Posco), 301
 - Chairman Park, 315
 - component ideas, 316
 - Gwangyang Iron Works, 318
 - international steel
 - community, 310
 - North Korean army, 302
 - Park Chung Hee, 303
 - Park’s construction of plants, 317–318
 - planning, 308–310, 312
 - budget, 313–314
 - competition, 313
 - goals, 313
 - mission and stakeholders, 312
 - objectives and metrics, 313
 - organization and resources, 313
 - scenarios and Knowledge, 312
 - strategy, 312–313
- POSTECH Hogil Kim, 319
- President Park, 305, 307, 311–312
- steel, 304
 - steel equipment, 316–317
 - steel processing plant, 315
- strategic leadership style, 320
- U.S. Army Invasion of Incheon, 302
- Political interactions, 241
- Political system, 244
- Portable music players, 130
- Posco. *See* Pohang Iron and Steel Company (Posco)
- Positioning School, 91
- Power School, 92
- Precept, 35–36
- Preparation, 30–32
- Price, Michael, 280, 284–285, 295
- Price-to-earnings ratio (P/E ratio), 198, 203
- Product policy, 150–151
- Product strategy, 327
- Product/service development, 80
- Production
 - expansion, 83–84
 - policy, 152–153
 - production-learning-curve, 322

- production/delivery capabilities, 81
- productive transformations, 137
- strategy, 327–328
- Professional management, 65, 74
 - bureaucracies, 75
 - “peer review” procedures, 76
 - Weberian rationality, 77
 - See also* Entrepreneurial management
- Profits, 160
 - businesses constant in, 204
 - businesses growing in, 203, 204
- Project planning tools, 19
- Pusan, 302
- Quantum tunneling, 23
- Quinn, J. B., 8, 67
- Radio, 23
- Rate-of-return-on-invested-capital (R), 149
- Rate-of-turnover-of-invested-capital (T), 149
- Rational strategy process, 104
- Raymond Gimartin of Merck, 3
- Rebello, Kathy, 110, 114
- Recording Industry Association of America (RIAA), 130, 132
- Relationships of trust, 194
- Repetitive action, 18
- Research and development (R&D), 85
- Resources, 160
- “Response time” capabilities, 166
- Rewards, 195–196
- Robert’s ARPAnet project, 47
- Roberts, Lawrence, 46
- Romanelli, Elaine, 10
- Router concept, 44
- Router project, 42
- Rubinstein, Jon, 132
- Sager, Ira, 110, 114
- Sake shop, 221
- Sales, 160
 - businesses constant in, 204
 - businesses growing in, 203, 204
 - businesses with declining, 205
 - growth, 81–83
- Samurai’s strategic vision, 27–30
- Sanger, David E., 181
- Satz, Greg, 54
- SCAP. *See* American Supreme Commander for Allied Powers (SCAP)
- Scenario relevancy matrix, 264
 - Code of Regulations, 266
 - evolution of House of Mitsui, 267
 - strategic scenario model, 265
 - strategic technique, 265
- Schifrin, Matthew, 294
- Science, 50
 - time lines of, 50
- Scott, Mike, 109, 111

- Second industrial revolution, 46
- Sensation, 25
- Shanley, Mark, 89
- Shaw, Gordon, 212
- Shockley, William, 20
- Single business company,
177–178
- 6502 IC chip, 95
- Sloan, Alfred P., 146, 147, 153,
185
- competitive policy, 155
 - diversification policy, 154
 - financial policy, 154
 - information policy, 149–150
 - innovation policy, 151–152
 - marketing policy, 152
 - organization policy, 153–154
 - product policy, 150–151
 - production policy, 152–153
- Sony Corporation, 4–8, 12–18
- Walkman players, 130
- Special Yarns Corp, 201
- Spindler, Michael, 114
- Stanford University, 41
- Office of Technology
Licensing, 53
 - Stanford Research Institute,
47
- Stanford University Network
(SUN), 42
- Start-up capital acquisition,
79–80
- Steel processing plant, 315
- Steele, Lowell, 34, 93, 94, 97
- Steinhardt, Michael, 280–281,
284, 286
- Stempel, Robert, 183
- Stevenson, Howard, 66
- Stock market valuation of
businesses, 202
- businesses
- constant in sales and
profits, 204
 - with cyclic sales in
economic cycles, 204
 - with declining sales, 205
 - growing in both sales and
profits, 203, 204
 - in large mature industries,
206–207
 - new businesses in new
industries,
208–209
 - new businesses in new
large industries,
209–210
 - in small mature industries,
207–208
- industry-context analysis,
205–206
- multiple-space analysis, 206
- P/E ratio, 203, 204, 205
- See also* Corporate
diversification, reasons
for; Strategic
management
- Strategic business model, 106,
117–118, 137
- business models, 141–155
- for diversification firm,
186–188
 - business-level strategy
interactions,
189–190

- diversified firm-level
 - strategy interactions, 188–189
- Ford's innovation of Model T, 137–141
- strategic business vision, 95–96
- strategic policy matrix, 155–157, 158
- types, 157–175
- Strategic dishonor, 271
 - Oster Company, 273
 - Sunbeam's perils, 272–298
- Strategic enterprise model, 162, 189
 - Ford *vs.* Mazda, 163–165
 - strategic issues of operations, 163
 - "tolerance stack-up", 163–164
- Strategic leadership, 320
 - integrity, 323
 - investment, 321
 - market, 322
 - plan, 322–323
 - strategic management, 324
 - strategic planning and, 320
- Strategic management, 61, 94
 - Cisco systems, 61, 68
 - ATM, 71, 72
 - cloud computing, 73
 - Crescendo
 - Communications, 72
 - GE, 69
 - Grid Systems, 62
 - Internet of Things, 74
 - IPO, 63
 - "to-do lesson", 70
 - two-thirds shares, 64
 - venture capital, 61
 - word-processing work stations, 71
- critical factors, 194
 - differing incentives and rewards, 195–196
 - external forces on business valuation, 196–198
 - inherent conflicts of interest, 196
 - long-term and short-term differences of control, 195
 - relationships of trust, 194
 - unequal power
 - relationships, 194–195
- in diversified firm, 192–193
- entrepreneurial management, 65
 - business literature themes, 65–66
 - individual entrepreneurial system, 67
 - managerial styles, 66
 - radical innovation, 68
- GM decline and bankruptcy, 193–194
- leadership and decision strategy, 77–78
- professional management, 74
 - bureaucracies, 75
 - "peer review" procedures, 76

- Weberian rationality, 77
- strategy and tactics for new ventures and growth, 79
- acquiring new technology, 85–86
- capital liquidity, 83
- Cisco's New Venture "Action", 79, 83
- initial sales and sales growth, 81–83
- meeting competitive challenges, 84–85
- organizational and management development, 84
- product/service development, 80
- production and distribution expansion, 83–84
- production/delivery capabilities, 81
- start-up capital acquisition, 79–80
- See also* Corporate di, v
- ersification, reasons for;
 - Stock market valuation of businesses
- Strategic planning, 12, 93, 98, 301, 320
- business plans for new ventures, 324–331
- strategic leadership, 320–324
- Strategic policy matrix, 155, 158
 - basic activities of any business, 155, 156
 - modes of control activities, 156
- Sloan's strategic policies, 156–157
- strategic business policies, 155
- See also* Business models
- Strategic venture, 39
 - action planned as sequence of means & ends over time, 40
- Cisco systems, 40, 53–54
 - big picture in business strategy, 49–53
 - Internet, 44–49
 - router concept, 44
 - SUN, 42
 - U.S. Department of Defense, 41
 - in USA, 40
- dot. com financial bubble, 54, 55
 - functional capabilities, 57
 - innovation process, 58
 - new economy, 56
 - technological innovation and financial developments, 55
- strategy and tactics, 39
- Strategic vision, 1, 12, 25
 - and competitiveness, 32
 - changing features, 32–33
 - kinds of socio-technical systems, 33–34
 - precepts for corporate strategy, 33

- strategic precepts, 35–37
- decision theory, 1, 2
- dimensions, 30–32
- and discontinuities, 8
 - competitive, 12
 - environmental change, and
 - organizational decline, 10
 - executive team’s ability to
 - envision, 11
 - leadership in large
 - organizations, 9
- as exploration, 18–20
- intuition and, 25–26
- leadership, 4
- long-term outcome, 2
- relationship of leadership to, 3
- Samurai’s strategic vision, 27–30
- Sony Corporation, 4–8, 12–18
- strategic thinking, 1
- transistorized products
 - Bell Labs, 21
 - hole to electron conduction, 22
 - radio, 23
 - Sony and technological
 - innovation of, 20
 - VCR, 24
- Strategic/strategy, 39, 93, 97
 - as component and process, 97–98
 - finance model, 161–162
 - firm model, 160, 161, 173–175
 - formulation process, 93
 - innovation model, 161, 170–172
 - issues, 93, 98
 - learning model, 167–170
 - precepts, 35–37
 - processes, 93
 - response model, 165–167
 - thinking, 1
- Strategy scenarios, 211, 265
 - House of Mitsui, 216
 - changing environments, 217
 - Ieyasu, Tokugawa, 219
 - landing of Commodore Perry, 224
 - long-standing business
 - relationships, 228
 - Meiji Restoration, 226
 - Mitsui businesses, 223
 - “Mitsui-gumi”, 222
 - Nihonbashi in Edo, 220
 - Saigo Takamori, 227
 - Samurai of Satsuma Clan, 226
 - shogun rules, 221
 - Tokugawa rule, 218–219
 - Treaty of Kanagawa, 225
 - U.S. steamship, 225
- scenarios, forecasts, and
 - extrapolation, 228–231
- 3M’s strategic stories, 212–216
- Strategy theory, 89
 - Apple’s strategy process, 118
 - A Bug’s Life film, 122, 123
 - computer-animation
 - technology, 123

- after Jobs' Departure, 118, 119
- Pixar, 120, 121
- subdivision surfaces, 124
- Toy Story film, 121
- basics of business, 125
- big picture, 127
- strategy process in Pixar, 126, 128
- history in schools, 90–93
- management principles, 89
- planning scenarios, 116–117
- Steve Jobs first exercise, 94
 - Apple Computer, 94
 - open architecture policy, 96
 - strategic business vision, 95–96
 - WESCON, 95
- Steve Jobs' third exercise, 128
 - Apple's iPod product and iTunes music service, 129, 134
 - iPhone, 133
 - MP3 player, 130
 - Napster, 131
 - RIAA, 132
- strategic business model, 117–118
- strategy as component and process, 97–98
- strategy formulation process, 93
- strategy process as top-down and bottom-up perspectives, 98, 99, 108, 111, 116
- Apple 4., 2, 107
- business's planning scenario, 103
- competitive discontinuities, 105
- deductive approach to strategy, 99
- Jobs' visionary ability, 108
- management hierarchy levels, 102
- operating levels of businesses, 101–102
- Palm Pilot, 114
- periodic and non-continuous requirements, 104
- planning process, 106
- strategic plan, 112
- "technology-follower" strategy, 113
- vision and planning, 112
- WESCON, 109
- Xerox's research strategy, 110
- theoretical principles in management, 89, 90
- Strengths Weaknesses Opportunities Threats analysis (SWOT analysis), 330–331
- Strickland, A. J., 104
- Subdivision surfaces, 124
- Sumitomo Metals Corporation, 14
- SUN. *See* Stanford University Network (SUN)
- Sunbeam-Oster company, 280
- Sunbeam's perils, 272

- AI's board, 275
- AI Dunlap, 284–287
- authority structure of
 - organization, 276–280
- “bill-and-hold sales”
 - technique, 289–290
- Buckley's strategy, 279
- business model and
 - organizational structure, 276
- conflicts, 298
- Dunlap's Leadership of Sunbeam, 288, 292–293
- GE's appliance business, 281
- information flows in
 - authority structures, 292
- Kimberly-Clark, 285
- leadership integrity and realistic targets, 288
- levels of authority in AI, 278
- Northern Electric Co, 272–273
- operations structure, 282–284
- Schifrin's report, 294–296
- strategic business models in diversified firm, 277
- Sunbeam-Oster, 280
- Super-computer centers program, 48
- SWOT analysis. *See* Strengths Weaknesses Opportunities Threats analysis (SWOT analysis)
- Symonds, William, 273
- Synthesis, 26
- Systems analysis of Meiji Japan transformation, 239
 - cultural system, 244
 - economic system, 244–245
 - Japanese Societal Systems, 243
 - political interactions, 241
 - political system, 244
 - societal interactions, 240
 - technological system, 243–244
 - topological graph of societal systems, 242
- Tactics, 39
- Takashi, Masuda, 238
- Takuma, Dan, 237–239
- Tax policies of United States, 197
- Taylor, Robert W., 47
- TCP/IP. *See* Transmission Control Protocol/Internet Protocol (TCP/IP)
- Technological/technology, 49
 - discontinuities, 10
 - imperative, 49
 - interactions, 241
 - planning processes, 34
 - system, 243–244
 - time lines of, 50
- “Technologically effective” enterprise, 34–35
- “Technology-follower” strategy, 113

- “Technology-leader” business strategy, 110
- Tel-Save, 169
- Telecommunication, 56
- Texas Instruments (TI), 23, 24
- Theoretical principles in management, 89, 90
- Thinking, 25
- Thompson, Arthur A., 104
- 3M’s strategic stories, 212
 - bullet-list format, 213
 - scenario story stages, 215–216
 - standard five-year strategic plan, 214
- TI. *See* Texas Instruments (TI)
- Time, importance of, 167
- “To-do lesson”, 70
- “Tolerance stack-up”, 163–164
- Top-down perspectives, 98, 99, 105, 108
- Toy Story film, 121
- Toyota, 166
- Transistorized products
 - Bell Labs, 21
 - hole to electron conduction, 22
 - radio, 23
 - Sony and technological innovation of, 20
 - VCR, 24
- Transmission Control Protocol/Internet Protocol (TCP/IP), 48, 49
- Troiano, Richard, 54
- “Truism”, 194
- Tushman, Michael, 10
- Unbalanced strategy, 185
- Unequal power relationships, 194–195
- U.S. Department of Defense, 41, 46
- U.S. industrial capacity, 51
- “Used-business” dealer, 285
- “Used-company” dealer, 285
- Valentine, Don, 62
- Venture capital, 61
- Video cassette recorder (VCR), 24
- Virany, Beverly, 10
- Vlasic, Bill, 179, 181, 184
- Wagoner, Rick, 182–183, 185
- Wall Street, 286, 291, 295
- Weber, Max, 75, 239
- Weberian rationality, 77
- WESCON, 95, 109
- Wilcox-Gay tape recorder, 14
- “Wireframe” model, 122
- Word-processing work stations, 71
- Wozniak, Steve, 94, 95
- Xerox’s research strategy, 110
- Yeager, William, 41, 42, 43, 44
- Young-won, Kim, 74
- Zeleny, Jeff, 181
- “Zero Defects” quality standard, 163–164
- Zilog Z80 IC chip, 95