



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

By David B. Yoffie and Michael A. Cusumano

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Between 1968 and 1976, Bill Gates, Andy Grove, and Steve Jobs, founded three companies that would define the world of technology and redefine our personal and business lives for the next half-century. At their peaks, their three companies—Microsoft, Apple, and Intel—were collectively worth some \$1.5 trillion. While much has been written about these individuals and their companies, this book examines these three individuals collectively, for the first time, revealing the business strategies and practices they pioneered while building their firms. Examining both successes and failures, commonalities and differences, this book will appeal to entrepreneurs and executives in all sectors and industries. In *Strategy Rules*, readers will discover that Gates, Grove, and Jobs approached strategy and execution in remarkably similar ways—and yet markedly differently from so many of their erstwhile competitors—by keeping their focus on five most strategic principles: look forward, reason back: they were able to determine where they want their companies to be at a given point in the future and could "reason back" to identify the moves that would take them there. Make big bets, without betting the company: high-technology markets have the potential to grow exponentially. All three figures made enormous strategic bets but rarely took gambles that could result in dangerously large financial losses. Build platforms and ecosystems: technology leaders often need to think beyond specific products and the boundaries of their own firms. They have to create industry platforms that require cooperation from other firms to be successful. Exploit leverage and power: Gates, Grove, and Jobs proved themselves adept tacticians, often turning opponents' strengths into weaknesses and using enormous resources (once they had them) to dominate competitors.

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