My Six “Enduring” Principles

*Not original to me, but underlie my work & others, with 30 years of empirical & theoretical research behind them*

1. **Platforms**, Not Just Products
2. **Services**, Not Just Products (or Platforms)
3. **Capabilities**, Not Just Strategy
4. **Pull**, Don’t Just Push
5. **Scope**, Not Just Scale
6. **Flexibility**, Not Just Efficiency
Strategy

Push

Scale

Efficiency

Products

Narrow Way of Thinking About Focus and Competitive Advantage at the Product Level

Examples:
- Ford in Model T Era
- GM in the 1920s
- Sony in Betamax era
- IBM before Open Source
- Apple before mid-2000s

Broader Way of Thinking About Agility and Competitive Advantage at the Ecosystem Level

Examples:
- Toyota
- Microsoft
- Intel
- JVC in VHS Era
- Apple after mid-2000s
- Google, Adobe
- Cisco, Qualcomm, et al.

Capabilities, Not Just Strategy

Pull, Don’t Just Push

Scope, Not Just Scale

Flexibility, Not Just Efficiency

Platforms & Services, Not Just Products