

Winners 2001

McKinsey Awards

1 "Strategy and the Internet"

Michael E. Porter

2 "Your Next IT Strategy"

John Hagel III and John Seely Brown

"Skate to Where the Money Will Be"

Clayton M. Christensen, Michael Raynor,
and Matthew C. Verlinden

The *Harvard Business Review* is pleased to announce that Michael E. Porter is the first-place winner of the 2001 McKinsey Awards for his article "Strategy and the Internet" (March). Two articles tied for second place: "Your Next IT Strategy" by John Hagel III and John Seely Brown (October), and "Skate to Where the Money Will Be" by Clayton M. Christensen, Michael Raynor, and Matthew C. Verlinden (November).

In recent years, many rushed to assume that the Internet would change everything, rendering old rules about companies and competition obsolete. Porter argues that the opposite is true. Even in a digital age, gaining competitive advantage does not require a dramatically new approach to business; it demands building on the proven principles of effective strategy. The time has come, Porter contends, to move away from the destructive rhetoric about "Internet industries," "e-business strategies," and a "new economy" and see the Internet for what it is: an enabling technology that can be used, wisely or unwisely, in almost any industry and as part of almost any strategy. In his winning article, Porter outlines strategic imperatives for entrepreneurial ventures and traditional companies. Many successful organizations, he says, will be ones that use the Internet as a complement to, not a cannibal of, traditional ways of competing.

Michael E. Porter is the Bishop William Lawrence University Professor at Harvard University. He is based at Harvard Business School in Boston.

In "Your Next IT Strategy," Hagel and Seely Brown describe a radical approach to corporate information systems: buying services over the Internet. Rather than purchase and maintain all their own hardware and software—which is cumbersome and expensive—companies will soon rent IT

capabilities as Web services. The authors guide executives through this new IT strategy, explaining the Web services architecture, how it differs from traditional IT architecture, and why it will save businesses money while creating opportunities for growth. Hagel and Seely Brown lay out a step-by-step approach for adopting the architecture.

John Hagel III is an independent business consultant working with senior managers on a broad range of strategy and operational performance issues. He can be reached at john@johnhagel.com. John Seely Brown is the chief scientist of Xerox and former director of the Palo Alto Research Center. His research interests include digital culture, ubiquitous computing, design, and organizational and individual learning.

Hockey great Wayne Gretzky used to say that the key to winning is getting first to where the puck is going next. The same could be said about succeeding in business. But how can executives predict where profits are going? In "Skate to Where the Money Will Be," the authors present a theory based on six years of research about the evolution of industries. In particular, they explain how the disaggregation of an industry's value chain changes the basis of competition. Their article helps executives figure out where to position their companies for maximum profits in the future.

Clayton M. Christensen is a professor of business administration at Harvard Business School. Michael Raynor is a director with Deloitte Research, the research arm of Deloitte Consulting and Deloitte & Touche. He is based in Toronto. Matthew C. Verlinden is an associate director at Integral, a consultancy that focuses on commercializing the work and research of leaders in the areas of innovation and strategy. Integral is in Cambridge, Massachusetts.

MCKINSEY AWARD WINNERS FOR BEST HBR ARTICLES

For the past 43 years, the McKinsey Foundation for Management Research has offered awards for the best articles published each year in HBR. These awards, judged by an independent panel of leaders in the business community, recognize outstanding works that are likely to have a major influence on the actions of business managers worldwide.

A look back over all the McKinsey Award winners—since 1959—provides a history lesson in the development of management thinking over recent decades.

To explore any of these articles, go to www.hbsp.harvard.edu/hbsp/adv_search.asp.

YEAR	AUTHOR	ARTICLE
2001	Michael E. Porter	“Strategy and the Internet”
	Clayton M. Christensen, Michael Raynor, and Matthew C. Verlinden	“Skate to Where the Money Will Be”
	John Hagel III and John Seely Brown	“Your Next IT Strategy”
2000	Robert Goffee and Gareth Jones	“Why Should Anyone Be Led by You?”
	Michael Maccoby	“Narcissistic Leaders: The Incredible Pros, the Inevitable Cons”
	Juan Enriquez and Ray A. Goldberg	“Transforming Life, Transforming Business: The Life-Science Revolution”
1999	John Hagel III and Marc Singer	“Unbundling the Corporation”
	Gary Hamel	“Bringing Silicon Valley Inside”
1998	Joan Magretta	“The Power of Virtual Integration: An Interview with Dell Computer’s Michael Dell”
	Timothy A. Luehrman	“Strategy as a Portfolio of Real Options”
	C.K. Prahalad and Kenneth Lieberthal	“The End of Corporate Imperialism”
1997	Stuart L. Hart	“Beyond Greening: Strategies for a Sustainable World”
	Arie de Geus	“The Living Company”
	Philip B. Evans and Thomas S. Wurster	“Strategy and the New Economics of Information”
1996	Gary Hamel	“Strategy as Revolution”
	Michael E. Porter	“What Is Strategy?”

1995	Joseph L. Bower and Clayton M. Christensen Charles Handy	“Disruptive Technologies: Catching the Wave” “Trust and the Virtual Organization”
1994	Chris Argyris Peter F. Drucker	“Good Communication That Blocks Learning” “The Theory of the Business”
1993	James F. Moore David A. Garvin	“Predators and Prey: A New Ecology of Competition” “Building a Learning Organization”
1992	Charles Handy Charles F. Knight	“Balancing Corporate Power: A New Federalist Paper” “Emerson Electric: Consistent Profits, Consistently”
1991	Andrew S. Rappaport and Shmuel Halevi John Seely Brown	“The Computerless Computer Company” “Research That Reinvents the Corporation”
1990	William Wiggenhorn Charles H. Ferguson C.K. Prahalad and Gary Hamel	“Motorola U: When Training Becomes an Education” “Computers and the Coming of the U.S. Keiretsu” “The Core Competence of the Corporation”
1989	Gary Hamel and C.K. Prahalad Felice N. Schwartz Michael C. Jensen	“Strategic Intent” “Management Women and the New Facts of Life” “Eclipse of the Public Corporation”
1988	George Stalk, Jr. Christopher W.L. Hart	“Time—The Next Source of Competitive Advantage” “The Power of Unconditional Service Guarantees”
1987	Michael E. Porter Henry Mintzberg	“From Competitive Advantage to Corporate Strategy” “Crafting Strategy”
1986	Wickham Skinner William H. Peace	“The Productivity Paradox” “I Thought I Knew What Good Management Was”
1985	James Brian Quinn Pierre Wack	“Managing Innovation: Controlled Chaos” “Scenarios: Uncharted Waters Ahead”

1984	Richard J. Boyle Robert S. Kaplan	“Wrestling with Jellyfish” “Yesterday’s Accounting Undermines Production”
1983	David A. Garvin Robert Jackall	“Quality on the Line” “Moral Mazes: Bureaucracy and Managerial Work”
1982	Robert H. Hayes and David A. Garvin Bruce R. Scott	“Managing as if Tomorrow Mattered” “Can Industry Survive the Welfare State?”
1981	William J. Abernathy, Kim B. Clark, and Alan M. Kantrow Peter F. Drucker	“The New Industrial Competition” “Behind Japan’s Success”
1980	Robert H. Hayes and William J. Abernathy Andre Benard John J. Gabarro and John P. Kotter	“Managing Our Way to Economic Decline” “World Oil and Cold Reality” “Managing Your Boss”
1979	Michael E. Porter Rosabeth Moss Kanter	“How Competitive Forces Shape Strategy” “Power Failure in Management Circuits”
1978	Alfred C. Neal Richard Tanner Pascale	“Immolation of Business Capital” “Zen and the Art of Management”
1977	Abraham Zaleznik Thomas D. Flynn	“Managers and Leaders: Are They Different?” “Why We Should Account for Inflation”
1976	David C. McClelland and David H. Burnham Robert N. Anthony	“Power Is the Great Motivator” “A Case for Historical Costs”
1975	Henry Mintzberg Martin S. Feldstein	“The Manager’s Job: Folklore and Fact” “Unemployment Insurance: Time for Reform”
1974	George Cabot Lodge Peter F. Drucker	“Business and the Changing Society” “New Templates for Today’s Organizations”

1973	C. Jackson Grayson, Jr. Bruce R. Scott	“Let’s Get Back to the Competitive Market System” “The Industrial State: Old Myths and New Realities”
1972	Theodore Levitt Myles L. Mace	“Production-Line Approach to Service” “The President and the Board of Directors”
1971	J. Sterling Livingston Peter F. Drucker	“Myth of the Well-Educated Manager” “What We Can Learn from Japanese Management”
1970	George Cabot Lodge Samuel A. Culbert and James M. Elden	“Top Priority: Renovating Our Ideology” “An Anatomy of Activism for Executives”
1969	Melvin Anshen Harry Levinson	“The Management of Ideas” “On Being a Middle-Aged Manager”
1968	Theodore Levitt Theodore V. Purcell Gene E. Bradley	“Why Business Always Loses” “Break Down Your Employment Barriers” “What Businessmen Need to Know About the Student Left”
1967	H. Edward Wrapp James Brian Quinn	“Good Managers Don’t Make Policy Decisions” “Technological Forecasting”
1966	Jerrold G. Van Cise Theodore Levitt	“Regulation—By Business or Government?” “Innovative Imitation”
1965	Myles L. Mace H. Igor Ansoff	“The President and Corporate Planning” “The Firm of the Future”
1964	Harold A. Wolff Charles H. Malik	“The Great GM Mystery” “Ideals for Export”
1963	Peter F. Drucker James Brian Quinn and James A. Mueller	“Managing for Business Effectiveness” “Transferring Research Results to Operations”

1962	Peter F. Drucker Leland Hazard	"Big Business and the National Purpose" "Can We Afford Our National Goals?"
1961	Clark Kerr, John T. Dunlop, Frederick Harbison, and Charles A. Myers Benjamin M. Selekman	"Industrialism and World Society" "Businessmen in Power"
1960	Abram T. Collier Theodore Levitt	"Debate at Wickersham Mills" "Marketing Myopia"
1959	Reuel Denney Donald R. Grant	"The Leisure Society" "Illusion in Lease Financing"

To explore any of these articles, go to www.hbsp.harvard.edu/hbsp/adv_search.asp.

