Zero to One

- Preface
  - Preface. Zero to One
- Chapter 1
  - The Challenge of the Future
- Chapter 2
  - Party Like It's 1999
- Chapter 3
  - All Happy Companies Are Different
- Chapter 4
  - The Ideology of Competition
- Chapter 5
  - Last Mover Advantage
    - LAST MOVER ADVANTAGE
      - 垄断也是要能经历的起时间的考验
      - a great business is defined by its ability to generate cash flows in the future
        - the value of a business today is the sum of all the money it will make in the future
        - To properly value a business, you also have to discount those future cash flows to their present worth, since a given amount of money today is worth more than the same amount in the future
      - 传统行业比如报纸新闻就会有这种递减收益的情况
        -

      - Technology companies

        They often lose money for the first few years: it takes time to build valuable things, and that means delayed revenue

        但是怎么能忍受的住那几年的经济损失呢，而且成功的比率又很小 — 风投的作用
        - Most of a tech company' s value will come at least 10 to 15 years in the future
        -

      - 顾小利的借口
        - growth is easy to measure, but durability isn't
        - many entrepreneurs focus only on short-term rowth
      - 动画业常见的顾虑
        - persuading those businesses to become repeat customers was harder than they thought
    - CHARACTERISTICS OE MONOPOLY'
      - proprietay technology
        - it makes your product difficult or impossible to replicate
          - Google's search algorithms
        - As a good rule of thumb, proprietary technology must be at least 10 times better than its closest substitute in some important dimension to lead to a real monopolistic advantage
          - The clearest way to make a 10x improvement is to invent something completely new
        - Or you can radically improve an existing solution
          - Paypal, for instance, made buying and selling on ebay at least 10 times better. Instead of mailing a check that would take 7 to 10 days to arrive, Paypal let buyers pay as soon as an auction ended Sellers received their proceeds right away, and unlike with a check, they knew the funds were good
          - Amazon made its first 10x improvement in a particularly visible way: they offered at least 10 times ls many books as any other bookstore
      - network effects,
        - Network effects make a product more useful as more people use it
          - if all your friends are on Facebook, it makes sense for you to join Facebook, too. Unilaterally choosing a different social network would only make you an eccentri
        - Network effects can be powerful, but you ll never reap them unless your product is valuable very first users when the network is necessarily small
          - 不要一开始就想放长线钓大鱼，如果向初始用户切入才是重要的
        - the initial markets are so small that they often don't even appear to be business opportunities at all

          举了Mark Zuckerberg的例子
      - economies of scale
        - A monopoly business gets stronger as it gets bigger: the fixed costs of creating a product(engineering management, office space)can be spread out over ever greater quantities of sales

          你的前期投入在一定的时候就停止了，比如产品出来了剩下的shipment和销售就只占一小部分花费
        - 他举了一个例子为什么传统的教育/教学业没法实现economics of scale因为招再多的人力也没有电子的软件/教学传播延展的快
        - A good startup should have the potential for great scale built into its first design
          - 一开始的格局决定了延展性
          - Twitter already has more than 250 million users today. It dosent need to add too many customized features in order to acquire more, and theres no inherent reason why it should ever stop growing
    - branding
      - creating a strong brand is a powerful way to claim a monopoly
        - 苹果的例子

          oday's strongest tech brand is Apple: the attractive looks and carefully chosen materials of products like the iphone and Macbook, the Apple Stores sleek minimalist design and close control over the consumer experience, the omnipresent advertising campaigns, the price positioning as a maker of premium goods, and the lingering nimbus of Steve Jobs's personal charisma all contribute to a perception that Apple offers products so good as to constitute a category of their own

          这是品牌效应，还有其他三点
          - proprietary technologies

            Apple has a complex suite of ***proprietary technologies***, both in hardware (like superior touchscreen materials and software (like touchscreen interfaces purpose-designed for specific materials
            - Network effect

              it enjoys strong network effects from its content ecosystem: thousands of developers write software for Apple devices because thats where hundreds of millions of users are, and those users stay on the platform because it's where the apps are
            - economics of scale

              It manufactures products at a scale large enough to dominate pricing for the materials it
        - 别人对苹果抄略的模仿

          Many have tried to learn from Apple's success: paid advertising, branded stores, luxurious materials, playful keynote speeches, high prices, and even minimalist design are all susceptible to Irritation
      - No technology company can be built on branding alone
        - When Steve Jobs returned to Apple, he didn't just make Apple a cool place to work; he slashed product lines to focus on the handful of opportunities for 10x improvements

          他估计还是支持技术优先的
        - 雅虎的反面例子

          Mayers plan as a chain reaction of"people then products then traffic then revenue. "The people are supposed to come for the coolness: Yahoo! demonstrated design awareness by overhauling its logo, it asserted youthful relevance by acquiring not startups like Tumblr, and it has gained media attention for Mayers own star power
          - the big question is what products Yahoo! will actually create
    - BUILDING A MONOPOLY
      - Start Small and Monopolize
        - Every startup is small at the start. Every monopoly dominates a large share of its market. Therefore, every startup should start with a very small market
          - Paypal的错误例子：小不等于不存在

            Paypal. Our first product let people beam money to each other via Palmpilots. It was interesting technology and no one else was doing it. However, the world's millions of Palmpilot users weren't concentrated in a particular place, they had little in common, and they used their devices only episodically. Nobody needed our product, so we had no customers
          - Ebay竞拍，Paypal的成功例子

            It was much easier to reach a few thousand people who really needed our product than to try to compete for the attention of millions of scattered individuals
        - 这句话的意思是一开始不要想着估计所有人，找一个特定的受众/利益群体
        - Any big market is a bad choice, and a big market already served by competing companies is even worse
          - This is why it's always a red flag when entrepreneurs talk about getting 1% of a $100 billion market
          - In practice, a large market will either lack a good starting point or it will be open to competitio
          - And even if you do succeed in gaining a small foothold, you'll have to be satisfied with keeping the lights on: cutthroat competition means your profits will be zero
      - Scaling Up
        - Amazon then had two options: expand the number of people who read books, or expand to adjacent markets
          - They chose the latter, starting with the most similar markets: CDS, videos, and software
          - 在受众和功能之间做出选择
        - Sometimes there are hidden obstacles to scaling
          - Like all marketplaces, the auction marketplace lent itself to natural monopoly because buyers go where the sellers are and vice versa
          - But ebay found that the auction model works best for individually distinctive products like coins and stamps
            - It works less well for commodity products people dont want to bid on pencils or Kleenex, so it's more convenient just to buy them from Amazon. ebay is still a valuable monopoly; it's just smaller than people in 2004 expected it to be
          - 覆盖的范围，需要研究
        - The most successful companies make the core progression to first dominate a specific niche and then scale to adjacent markets a part of their founding narrative
      - Don t Diarupt
        - diarupton has recently transmo rified into a self-congratulatory buzzword for anything posing as trendy and new.
        - if yo company can be summed up by its opposition to already existing firms, it cant be completely new and it's probably not going to become a monopoly
        - 不要想着和所有人背道而驰，一般这种往往也没有创新（或者是为了创新而创新），还是那句话合作的空间对一个初创很重要
          - 比如paypal没有完全取代visa，相反的他给visa带来的收益远远大于剥夺的
- Chapter 6
  - You Are Not a Lottery Ticket
- Chapter 7
  - Follow the Money
- Chapter 8
  - Secrets
- Chapter 9
  - Foundations
- Chapter 10
  - Tthe Mechanics of Mafia
- Chapter 11
  - If You Build It, Will They Come
- Chapter 12
  - Man and Machine
- Chapter 13
  - Seeing Green
- Chapter 14
  - The Founder's Paradox
- Conclusion
  - Conclusion Stagnation or Singularity