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Preface, Zero to One

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The Ideology of Competition

WAR AND PEACE

美国人的意识形态——竞争

competition is an ideology-the ideology that pervades our society and distorts our thinking

但是经济学上来讲个体公司的收益来自于技术垄断

We teach every young person the same subjects in mostly the same ways, irrespective of individual talents and preferences

这是在抨击美国的教育体制么？基础教育必须要每个孩子学一样的，duck不必disa这个

preach competition

internalize its necessity

enact its commandments

Had I actually clerked on the Supreme court, I probably would have spent my entire career taking depositions or drafting other peoples business deals instead of creating anything new

可以了，斯坦福法学院面试失败了，反过来disa造福自己的基础教育。

认为这次失败是“对”的，因为他让自己的职业更灵活了。

记住一切都是主观的，赶上风潮创业成功，写下这些话别人觉得你视野高。失败了别人保证觉得是在找理由

他把生意和战争划等号

War metaphors invade our everyday business language

we use headhunters to build up a sales force that will enable us to take a captive market and make a killing

allegedly necessary, supposedly valiant, but ultimately destructiv

Why fight: 差异性

无产阶级和资产阶级打架，因为不同的思想和目标

这是马克思的论调

the opening line from Romeo and Juliet: "Two households, both alike in dignity. The two houses are alike, yet they hate each other They grow even more similar as the feud escalates. Eventually, they lose sight of why they started fighting in the first place

莎士比亚却写了相似却打架的例子

和生意最接近

Inside a firm, people become obsessed with their competitors for career advancement

Amid all the human drama, people lose sight of what matters and focus on their rivals instead

test the Shakespearean model in the real world. Imagine a production called Gates and midt, based on Romeo and Juliet. Montague is Microsoft, Capulet is Google

The House of Montague built operating systems and office applications

The House of Capulet wrote a search engine

What was there to fight about

As a startup, each clan had been content to leave the other alone and prosper independentl y

But as they grew, they began to focus on each other

The result? Windows vs Chrome OS, Bing vs. Google Search, Explorer vs Chrome, Office vs Docs, and Surface vs Nexus

Just as war cost the Montagues and Capulets their children, it cost Microsoft and Google their dominance

Apple came along and overtook them all

In January 2013, Apple's market capitalization was \$500 billion, while Google and Microsoft combined were worth \$467 billion

ust three years before, Microsoft and Google were each more valuable than Apple

竞争导致复制想法

Rivalry causes us to overemphasize old opportunities and slavishly copy what has worked in the past

In October 2010, a startup called Square released a small, white, square-shaped product that let anyone with an iphone swipe and accept credit cards

A Canadian company called Netsecure launched its own card reader in a half-moon shape

Intuit brought a cylindrical reader to the geometric battle

2012, ebay's Paypal unit launched its own copycat card reader. It was shaped like a triangle-a clear jab at Square, as three sides are simpler than four



竞争导致人们急躁成功与机会

Each company was obsessed with defeating its rivals, precisely because there were no substantive differences to focus on.

竞争导致对手相互使坏

Ellison and Siebel spent the second half of the '90s trying to sabotage each other. At one point, Ellison sent truckloads of ice cream sandwiches to Siebel's headquarters to try to convince Siebel employees to jump ship

不要把个人荣誉放的那么重，竞争有时候不可避免，但是有时候却完全没有必要

THE LAST WILL BE FIRST

moving first is a tactic, not a goal

What really matters is generating cash flows in the future, so being the first mover doesn't do you any good if someone else comes along and unseats you

It,s much better to be the last mover-that is, to make the last great development in a specific market and enjoy years or even decades of monopoly profits

The way to do that is to dominate a small niche and scale up from there toward your ambitious long-term vision.

to succeed, you must study the endgame before everything else