

ملحق

قائمة المقابلات

التاريخ	المنصب الأخير	الشركة	الاسم
3 آب 2000	غير متوفر	إي-باي	توم آدمز *
13 كانون الأول 2000	رئيس	فرونثير للطيران	سام آدمس
18 تموز 2000	نائب الرئيس للشؤون الحكومية	ريل للشبكات	ألكس ألبين
18 أيار 2000	نائب الرئيس ورئيس قسم التسويق	إي-تويز	تيد أوغستين
24 آب 2000	الرئيس التنفيذي	مايكروسوفت	ستيف بالمر
12 كانون الثاني 2000	رئيس قسم الإستراتيجية	سي-نيت للشبكات	ماتيو بارزون
14 أيلول 2000	المدير العام لخدمات الإنترنت	مايكروسوفت	أنطوني باي*
18 تموز 2000	نائب الرئيس لشؤون المالية والعمليات، المدير المالي	ريل للشبكات	بول بيالك
18 تشرين الأول 1999	نائب الرئيس ورئيسة قسم التسويق	إي-تويز	جانين بوسكيت
14 آب 2000	عضو مجلس الإدارة	ريل للشبكات	جيم بربر
11 كانون الأول 2000	الرئيس التنفيذي	كلونز	جون كاسيدي
20 تموز 1999	نائب الرئيس لشؤون التطوير والتسويق	هانديسبرنغ	إد كوليجان
10 أيار 2000	الرئيس والمدير التنفيذي	أي-دي-جي	كيللي كولن
10 تموز 2000	رئيس اللجنة التنفيذية	إنيتوت	سكوت كوك
20 تموز 1999؛ 11 كانون الثاني 2000؛ 19 تموز 2000	الرئيس والمدير التنفيذي	هانديسبرنغ	دونا دونيسكي

11 آب 2000	نائب الرئيس، المستشار وأمين السر العام	إنتل	توم دنلاب
5 أيار 2000	شريك	بومان للاستثمار	كريس دوبري
26 كانون الأول 2000	كبير المدربين، حامل حزام دان 5	نادي توهوكو للجودو	كلارك إدسون
18 تموز 2000	مدير العمليات	ريل للشبكات	توم فرانك*
20 تموز 1999	نائب الرئيس لشؤون التصنيع والسوقيات	هاندسبرنغ	مايك غالوتشي
10 تموز 2000	عضو مجلس الإدارة	إنكومي	فرانك جيل
2 أيار 2000؛ 21 تموز 2000	الرئيس والمدير التنفيذي	ريل للشبكات	روب غلاسر
16 آب 2000	رئيس مجلس الإدارة	إنتل	أندي غروف
18 تموز 2000	نائب الرئيس لشؤون الإعلام	ريل للشبكات	مارك هول
18 أيار 2000	نائب الرئيس لتطوير المنتجات	إي-تويز	فرانك هان
11 كانون الثاني 2000	رئيس مجلس الإدارة ورئيس قسم المنتجات	هاندسبرنغ	جيفري هوكنز
18 تموز 2000	نائب الرئيس لشؤون الأدوات الاستهلاكية	ريل للشبكات	لين جوردان
25 نيسان 2000	ريكيثي سابقاً	غير متوفر	جورج كالما
5 أيار 2000	عضو مجلس الإدارة	ريل للشبكات	ميتشل كابور
25 نيسان 2000	ريكيثي سابقاً	غير متوفر	بيرسي كيبابا
9 آب 2000	الرئيس التنفيذي	جونبير للشبكات	سكوت كرينز
4 كانون الأول 2000	نائب الرئيس ورئيس قسم الإستراتيجية	تشارلز شواب	دان ليمون
9 أيار 2000	الرئيس، المدير التنفيذي ورئيس مجلس الإدارة	إي-تويز	توبي لينك
14 آب 2000	نائب الرئيس لشؤون التطوير الإستراتيجي	أربيا	بوبي لينت
21 تموز 2000	المستشار العام وأمين السر	ريل للشبكات	كليي جو مكارثر
12 كانون الثاني 2000	الرئيس ورئيس قسم العمليات	سي-نيت للشبكات	ريتشارد مارينو*

12 تموز 1999	مدير برنامج التطوير، حزام دان5	جودو الولايات المتحدة	ديفيد ماتسوموتو
29 آذار 2000	نائب الرئيس لشؤون تطوير أسواق جديدة	سي-نيت للشبكات	كيفين مكنزي
21 أيلول 2000	المدير العام، أمازون تويز	أمازون.كوم	هاريسون ميلر
11 كانون الثاني 2000	رئيس مجلس الإدارة الفخري	سي-نيت للشبكات	هالسي ماينور
21 تموز 2000	نائب الرئيس لشؤون الإعلام ومبيعات التوزيع	ريل للشبكات	شيلي موريسون
24 نيسان 2000	أمين المتحف وأستاذ، حزام دان7	متحف كودوكان للجودو	ناوكي موراتا
13 كانون الثاني 2000	نائب الرئيس والمدير العام، مجموعة إنتل للهندسة المعمارية	إنتل	بول أوتليني
28 حزيران 1999	بطل العالم عام 1999 بالجودو، وزن 73 كغ	غير متوفر	جيمي بيدرو
8 أيلول 2000	الرئيس التنفيذي	إنكومي	ديفيد بيتر شميدت
20 تموز 2000؛ 11 آب 2000	رئيس قسم العمليات	إنكومي	ديك بيرس
19 أيار 2000	نائب الرئيس، قسم الوسائل الرقمية في ويندوز	مايكروسوفت	ويل بول
21 تموز 2000	نائب الرئيس لشؤون المستهلكين	ريل للشبكات	ديف ريتشاردز
24 أيار 2000	الرئيس	سي-نيت للشبكات	دان روزنفيغ
18 تموز 2000؛ 19 تموز 2000	المدير العام، المنتجات والأنظمة	ريل للشبكات	بين روت هولز
18 تشرين الأول 1999؛ 18 أيار 2000	نائبة الرئيس لشؤون المشتريات	إي-تويز	جين سالنزمان
18 تشرين الأول 1999	نائب الرئيس ونائب المدير المالي	إي-تويز	ستيف سوش
24 نيسان 2000	رئيس التحرير	إنسايد سومو	ديفيد شاييرو
30 آذار 2000	محرر، سي-نيت نيوز.كوم	سي-نيت للشبكات	جاي سنغ
19 تموز 2000	نائب الرئيس لشؤون تطوير العمل	برود-فيجن	بيري ثورن دايك
20 تموز 2000	مديرة قسم المشتريات، أمازون تويز	أمازون.كوم	جوريت فان دير مولين

20 تموز 2000	الرئيس والمدير التنفيذي	إي-باي	ميغ وايتمان
13 كانون الثاني 2000	نائب الرئيس ومدير عام مجموعة المنتجات المجهريّة	إنتل	ألبرت يو
18 تشرين الأول 1999	نائب الرئيس لشؤون العمليات	إي-تويز	لو زامبيلو *

ملاحظة: إضافة إلى هؤلاء، قابلنا مديرين في كابيتال وان وفيدلتي للاستثمار طلبوا عدم ذكر أسمائهم.

* لم يعد مع الشركة.

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3. Ikuo Sasaki, "The Invention of the Martial Arts: Kano Jigoro and Kodokan Judo," in *Mirror of Modernity: Invented Traditions of Modern Japan*, ed. Stephen Vlastos (Berkeley: University of California Press, 1998), 163–173.
4. Jigoro Kano, *Kodokan Judo* (Tokyo: Kodansha International, 1986), 16.
5. Robert W. Smith, "The Development of Judo in America," in *A Complete Guide to Judo: Its Story and Practice*, ed. Robert W. Smith (Barland, VT: Charles E. Tuttle Co., 1959), 13.
6. Jigoro Kano, *Judo shujutsu* (Tokyo: Maruzen Co. Ltd., 1957), 11.
7. Kano, *Kodokan Judo*, 16–17.
8. Charles Yerlow, *Modern Judo. The Complete Ju Jutsu Library* (Harrisburg, PA: The Military Service Publishing Co., 1942), 41; original emphasis removed.

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1. Jimmy Pedro, telephone interview with author, 28 June 1999.
2. Network effects exist when the value of a product (such as the telephone) increases as the number of users grows.
3. Drew Fudenberg and Jean Tirole, "The Fat-Cat Effect, the Puppy-Dog Ploy and the Lean and Hungry Look," *American Economic Review* 74, no. 2 (1984): 361-366.
4. George Anders, "Psst: Wanna See a Great Business Plan?" *Fast Company*, July 2000.
5. Paul Otellini, e-mail to author, 17 December 2000.
6. Mickey Meere, "Products Secret: Edge Is No Mystery," *American Banker*, 25 September 1996.
7. Of all the examples we describe, this one is probably closest in spirit to *judo economics*, as distinct from *judo strategy*.
8. Jeffrey Leib, "New Airline's Bumpy Takeoff," *Denver Post*, 30 November 1994.
9. Scott McCartney, "Upstart's Tactics Allow It to Fly in Friendly Skies of a Big Rival," *Wall Street Journal*, 23 June 1999.
10. Richard Williamson, "The Competitor, After Five Years in Frontier's Cockpit, Admits Likes What He Sees on the Horizon," *Denver Rocky Mountain News*, 7 February 1999.
11. McCartney, "Upstart's Tactics Allow It to Fly in Friendly Skies of a Big Rival."
12. Lucien Rhodes, "That Daring Young Man and His Flying Machines," *Inc.*, January 1984.
13. Donald Barr, "Bitter Victories," interview by George Gendron, *Inc.*, August 1985.
14. Michael A. Cusumano and David B. Yoffie, *Competing on Internet Time: Lessons from Netscape and Its Battle with Microsoft* (New York: Free Press, 1998), 316.
15. Bob Metcalfe, "Without Case of Vapors, Netscape's Tools Will Give Blackbird Reason to Squawk," *InfoWorld*, 18 September 1995.
16. Adam M. Brandenburger and Barry J. Nalebuff, *Co-opetition* (New York: Doubleday, 1996), 69.
17. Eric Lundquist, "Netscape's Battle on the Corporate Terrain," *PC Week*, 2 June 1997.
18. Clayton M. Christensen analyzes this strategy from the incumbent's perspective in *The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail* (Boston: Harvard Business School Press, 1997). Judo strategy flips it around to take the challenger's point of view. By

capitalizing on what Christensen terms “disruptive technologies,” a judo strategist can define the competitive space in ways that make it more difficult for the reigning champion to compete. In some cases, this approach may even provide leverage as well—if, for example, your opponent’s customers feel threatened by the new technology.

19. Dan Moreau, “Hey, Cisco Systems: Your Stock Rose 10,000%. Now What?” *Kiplinger’s Personal Finance Magazine*, November 1996.
20. Scott Moritz, “Juniper Snatching Router Share from Cisco,” *TheStreet.com*, 22 November 2000, <<http://www.thestreet.com/tech/networking/1164179.html>> (accessed 16 December 2000); John Shinal, “The Upstart That’s Eating Cisco’s Lunch,” *Business Week*, 11 September 2000.
21. Jason Krause, “Upstart Comes out of the Shadows,” *The Industry Standard*, 17 April 2000.
22. Inkton! executive, e-mail to author, 20 October 2000.
23. Cusumano and Yoffie, *Competing on Internet Time*, 93.
24. Robert H. Reid, *Architects of the Web: 1,000 Days that Built the Future of Business* (New York: John Wiley & Sons, 1997), 38.
25. Original equipment manufacturers (OEMs) are computer manufacturers, such as Compaq and Dell, that distribute software by preloading it onto the machines they sell.
26. Cusumano and Yoffie, *Competing on Internet Time*, 102.
27. *Ibid.*, 186.

الفصل الثالث

1. Kenji Tomisi, *Judo* (Tokyo: Japan Travel Bureau, 1959), 28.
2. We are grateful to an anonymous reviewer for suggesting this example.
3. We are grateful to Barry Nalebuff for suggesting this example.
4. Adam M. Brandenburger and Barry J. Nalebuff, *Co-opetition* (New York: Doubleday, 1996).
5. Tim Albright and Bruce van Raalte, “Amazon.com,” Salomon Smith Barney report, 17 August 2000.
6. Stephen P. Bradley and Kelley Porter, “eBay, Inc.,” Case 9-700-007 (Boston: Harvard Business School, 1999).
7. *Ibid.*
8. Game strategists often take a more positive view of tit-for-tat strategies on the grounds that they can deliver benefits by promoting cooperation. The intuition behind this idea is simple: If you can credibly commit to “punish” the other player whenever he makes a hostile move, such as cutting prices, he is less likely to indulge in such behavior. The problem with this argument is that many judo strategists

cannot credibly make commitments of this nature, precisely because they are relatively small and weak. As a result, in the language of game theory, tit-for-tat does not support a subgame-perfect equilibrium (even in a repeated game).

9. Bradley and Porter, "eBay, Inc."
10. Yahoo! ultimately reached the same conclusion, announcing in January 2001 that it planned to begin charging auction-listing fees.
11. Stewart Alsop, "Contemplating eBay's Funeral," *Fortune*, 7 June 1999.
12. Bradley and Porter, "eBay, Inc."
13. Mark J. Rowen and Susan P. Hawkins, "eBay, Inc.," Prudential Securities report, 26 January 2000; Eliot Walsh, "eBay: Crushing the Competition," <<http://www.investorlinks.com/commentaries/sectorwatch/00-01/000124-ijonline-indus.html>> (accessed 21 January 2001).
14. Bruce Posner, "Targeting the Giant," *Inc.*, October 1993.
15. Wal-Mart continues to use this tactic today, as confirmed in an interview with an executive from H.E. Butt, one of Wal-Mart's biggest competitors in the grocery market in Texas, 28 September 2000.
16. Transcript of Bill Gates's remarks at Microsoft's 7 December 1995 Internet strategy briefing.
17. Microsoft initially invested in a proprietary X.25 network to connect users to MSN. After deciding to embrace the Internet, Microsoft abandoned this network and converted to TCP/IP.
18. Luck also helped Schwab in this process. The head of eSchwab, Beth Nawi, had previously arranged for a two-year sabbatical, and the head of the call center was already planning to retire. As a result, the decision to integrate eSchwab did not entail any demotions or significant reassignments. Information from Dan Leemon, EVP and Chief Strategy Officer, Charles Schwab, telephone interview with author, 4 December 2000.
19. Jan W. Rivkin, "Dogfight over Europe: Ryanair (A)," Case 9-700-115 (Boston: Harvard Business School, 2000); Jan W. Rivkin, "Dogfight over Europe: Ryanair (B)," Case 9-700-116 (Boston: Harvard Business School, 2000).
20. Jan W. Rivkin, "Dogfight over Europe: Ryanair (C)," Case 9-700-117 (Boston: Harvard Business School, 2000).

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2. These curtes blend elements of two different translations: Eigorō Kano, *Judo (Jujutsu)* (Tokyo: Maruzen Co. Ltd., 1937), 17-19, and Eigorō Kano, *Kodokan Judo* (Tokyo: Kodansha International, 1986), 18.

3. Kano, *Judo Jijyūshū*, 11.
4. Joan Magretta, "The Power of Virtual Integration: An Interview with Dell Computer's Michael Dell," *Harvard Business Review* 76, no. 3 (March–April 1998): 72–84.
5. Parikaj Ghernawat, *Commitment: The Dynamic of Strategy* (New York: Free Press, 1991).
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8. David Pottruck, President and co-CEO, Charles Schwab, interview with author, Boston, MA 19 May 2000.
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14. Marc Silver and John Simon, "The Rating Game," *U.S. News & World Report*, 21 November 1994.
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29. *Ibid.*, 80.
30. Jan W. Rivkin and Michael E. Porter, "Matching Dell," Case 9-799-158 (Boston: Harvard Business School, 1999).
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32. *Ibid.*, 77.
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22. Shelby Bourne, who came out of the investment world, had little patience for this type of argument. "The real issue is whether or not your editorial is biased," he maintained, addressing the related question of whether or not ads should be placed next to product reviews. "It has nothing to do with placement. Yet a lot of magazines would bring issues like that to bear, which made it hard for them to accept new ways of thinking."
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26. The companies involved were Vignette, Mediadrive, and BuyDirect.com. In at least two of these cases, CNET reaped a substantial

- return on its investment, including a gain of nearly \$180 million on its stake in Vignette.
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 30. CNET reported a profit on its operations in 1998. However, in 1999, marketing expenses drove an operating loss of \$61 million. By 2000, the company was profitable once again, excluding taxes, investment gains, and amortization of goodwill.
 31. Along with ZDNet, CNET also acquired the *Computer Shopper* magazine and Web site and Smart Planet, an online educational service.
 32. ZDNet retained access to the magazines' content through a licensing agreement. Initially, the agreement was for five years, but CNET later renegotiated the terms and shortened the license to two years.

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عن المؤلفين

ديفيد ب. يوفي. أستاذ إدارة الأعمال الدولية في كلية إدارة الأعمال في هارفرد، حيث يت رأس أيضاً قسم الإستراتيجية وبرنامج الإدارة المتقدم. يعد الأستاذ يوفي مرجعاً في شؤون الإستراتيجية التنافسية والمنافسة الدولية، وهو عضو في مجلس إدارة شركة إنتل وعدة شركات تقانة عالية أخرى. إنه محرر المنافسة في عصر التقارب الرقمي Competing in The Age of Digital Convergence، وكتب بالتعاون مع مايكل كوزومانو المنافسة في عصر الإنترنت: دروس من نيتسكيب ومعركتها مع مايكروسوفت.

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