

FUTURE FOCUS

How 21 Companies Are Capturing 21st Century Success

THEODORE KINNI and AL RIES

THEODORE KINNI is the founder of The Business Reader, a book marketing company. He is the author of *America's Best: IndustryWeek's Guide to World Class Manufacturing Plants*. Mr. Kinni has also served as the Director of Books for *IndustryWeek*.

AL RIES is chairman of Ries & Ries Focusing Consultants, a marketing consulting firm. He is the author of *Focus: The Future of Your Company Depends On It* and the co-author of *The 22 Immutable Laws of Branding*, *Positioning: The Battle For Your Mind* and *Marketing Warfare*.

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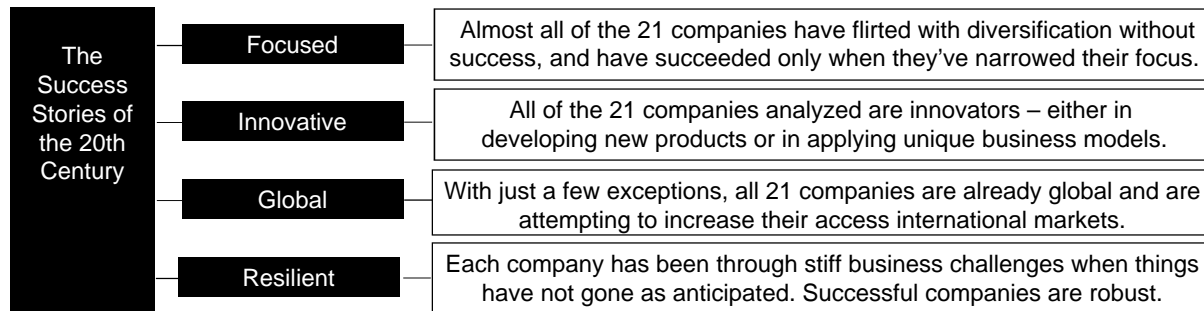
MAIN IDEA

What will it take to prosper in the 21st century?

The specific answer to that question may yet be a little unclear, but it is reasonable to assume those companies which have succeeded in the past will be the best positioned to continue that success into the next century. In other words, the most likely corporate success stories of the next century are the companies that achieved the most in the last century. (And inevitably, their ranks will be swelled by start-ups which don't even exist yet but which will rise to prominence in the years ahead).

Therefore, the starting point for predicting the future is to analyze which companies did best in the last century. Using four quantitative criteria (revenue growth, profit growth, increase in market capitalization and growth in globalization) and four qualitative criteria (marketing innovation, technological innovation, degree of focus and future prospects), a short list of 46 companies was developed. By the time some of these companies disappeared in mergers and others started new initiatives which were outside their historical base of operations, a final list of 21 companies was arrived at.

Although these 21 companies were extraordinarily diverse in the industries they serve, their revenues, their operational approaches and every other aspect of their operations, there were four qualities each of them exemplified to a lesser or greater degree. The four themes which the success stories of the last century have in common are:



Thus, it is suggested to succeed in the next century, duplicate the themes that worked for businesses in the last century.

Section 1 – The Four Themes of 21st Century Success. Page 2

What are the most likely themes of 21st century corporate success?
The companies that are best positioned to prosper in the 21st-century:

1. Get focused and stay focused.
2. Are highly innovative.
3. Access and serve global markets.
4. Are resilient, and prepared to ride out any downturns.

Section 2 – The Future Focus Portfolio – 21 Companies Well Positioned To Succeed in the 21st Century Pages 3 - 8

Which 21 companies best exemplify the themes of 21st century corporate success?

1. 3Com Corporation
2. Applied Materials, Inc.
3. Bertelsmann AG
4. Cisco Systems, Inc.
5. Dell Computer Corporation
6. Telefonaktiebolaget LM Ericsson
7. Glaxo Wellcome plc
8. Heineken NV
9. HSBC Holdings plc
10. Intel Corporation
11. Interface, Inc.
12. Microsoft Corporation
13. Nestle SA
14. Nintendo Company, Ltd.
15. Nokia Corporation
16. Nucor Corporation
17. Quebecor, Inc.
18. Royal Dutch / Shell Group
19. Sensormatic Electronics Corporation
20. Tellabs, Inc.
21. Toyota Motor Corporation

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