WHAT'S DIFFERENT ABOUT SILICON VALLEY

COB, SJSU & FGSIB, MIIS

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WHAT'S DIFFERENT ABOUT SILICON VALLEY?

- FASTER THAN AVERAGE GROWTH
- MORE GEOGRAPHICALLY FOCUSED GROWTH

WHAT'S DIFFERENT ABOUT SILICON VALLEY II?

- MINIMALIST VIEW:
  - A CONTEXT WHERE OPPORTUNITY AND CAPITAL COME TOGETHER

WHAT'S DIFFERENT ABOUT SILICON VALLEY III?

- MINIMALIST VIEW WITH CERTAIN KINDS OF PEOPLE:
  - OPPORTUNITY
  - OPPORTUNISTS
  - INVESTORS

WHAT'S DIFFERENT ABOUT SILICON VALLEY IV?

- MINIMALIST VIEW WITH SOME INSTITUTIONAL REQUIREMENTS:
  - OPPORTUNITY
  - OPPORTUNISTS
  - INVESTORS
  - RULE OF LAW
    - FREE MARKETS?
    - STABLE GOVERNMENTS?

WHAT'S DIFFERENT ABOUT SILICON VALLEY V?

FRONTIERS & GROWTH OPPORTUNITIES:
THE FRONTIER IN AMERICAN HISTORY

GOVERNMENT INVESTMENT:
WARS, COLD WAR & POSTWAR

WHAT'S DIFFERENT ABOUT SILICON VALLEY VI?

- RAPID GROWTH
- A CONCENTRATION OF GROWTH IN A PARTICULAR TIME & SPACE
- THIRD INDUSTRIAL REVOLUTION
- SUPPORTIVE INSTITUTIONS
  - GOVERNMENT-INDUSTRY RELATIONS
  - UNIVERSITY-INDUSTRY RELATIONS

WHAT'S DIFFERENT ABOUT SILICON VALLEY VII?

- FROM LABOR-, TO CAPITAL-, TO KNOWLEDGE-INTENSIVE DEVELOP
- GROWTH IN KNOWLEDGE & ITS APPLICATIONS
  - UNIVERSITY CHANGES FROM KNOW-LEDGE TRANSMISSION TO CREATION
  - FROM NATURAL MATERIALS TO SYNTHETIC MATERIALS
  - FROM LOW TO HIGH ENERGY APPS

WHAT'S DIFFERENT ABOUT SILICON VALLEY VIII?

- HIGH KNOWLEDGE CONTENT WORK
- EDUCATION AS A GROWTH INDUSTRY
- OPEN FLOW OF IDEAS AND PEOPLE W/ GOOD IDEAS (W/I LIMITED TIME & PLACE)
- HAVE THEM & THEY WILL COME: WHO?
  - VENTURE CAPITALISTS
  - LAWYERS
  - ENTREPRENEURS
  - MANAGERS

WHAT'S DIFFERENT ABOUT SILICON VALLEY FIRMS?

- HOW IS THE PHENOMENON ORGANIZED?
  - MARSHALL & LOCATIONAL EFFECTS
  - SECOND INDUSTRIAL DIVIDE, INDUST DISTRICTS & LOCAL GOVERNANCE
  - STRATEGIC TRADE THEORY ARGUMENTS

WHAT'S DIFFERENT ABOUT SILICON VALLEY FIRMS II?

- COMPLEXITY & COMPLEMENTARITY OF KNOWLEDGE-INTENSIVE WORK
- FIRST & FAST-TO-MARKET STRAT
- CROSS-BORDER WORK INTENSIFIES
- FROM CLOSED TO OPEN SYSTEMS
  - IN INFORMATION SYSTEMS
  - IN COLLABORATIVE R & D
  - IN SUPPLIER RELATIONS

WHAT'S DIFFERENT ABOUT SILICON VALLEY FIRMS III?

- FRUIN: OPEN BORDERS, LEAN PRO-DUCTION & PROPERTY RIGHTS
  - NETWORK ACCESS ISSUES
- D'AVENI: HYPERCOMPETITION & 7Ss
- SAXENIAN: A REGIONAL (SPATIAL) SYSTEM OF RELATIONS
  - NETWORK ORGANIZATIONS WHEN OPEN STANDARDS, BEAUCOUP PARTNERING & RAPID CHANGE

WHAT'S DIFFERENT ABOUT SILICON VALLEY FIRMS IV?

- STRATEGY
  - SPEED
  - COOPERATION VIA COALITIONS
  - LEARNING & EXECUTION ARE KEY
- MANAGEMENT
  - FROM CONTROL TO COMMITMENT
  - TEAMS, NOT SUPERIOR POSITION
- ORGANIZATION
  - FROM CLOSED TO OPEN
  - FROM VERTICAL TO HORIZONTAL

WHAT'S DIFFERENT ABOUT SILICON VALLEY FIRMS V?

- ALMOST EVERYTHING AS COMPARED WITH CLASSICAL NOTIONS OF MANAGEMENT, ORGANIZATION & STRATEGY
- CLEARLY S.V. FIRMS ARE ATYPICAL & THEY SHOULD NOT BE TAKEN AS NORMATIVE
- KNOW WHICH KIND OF FIRM YOU'RE WORKING FOR