

**WHY SOME COMPANIES BUILD MOMENTUM  
... AND OTHERS DON'T**

**TURNING  
THE  
FLYWHEEL**

A Monograph to Accompany  
Good to Great

**JIM COLLINS**



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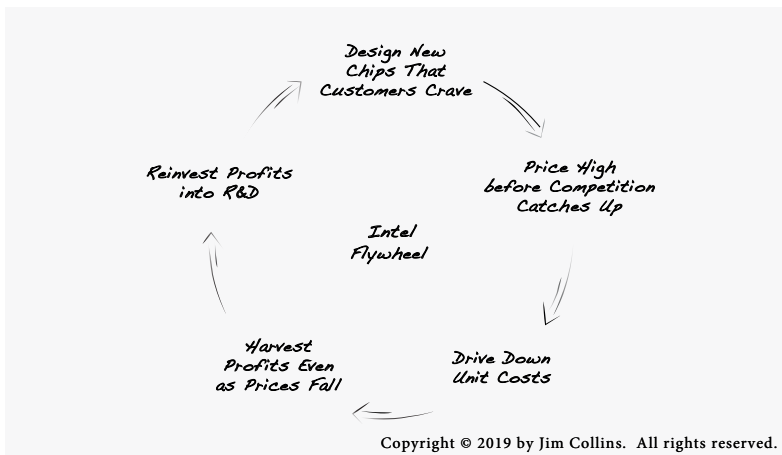
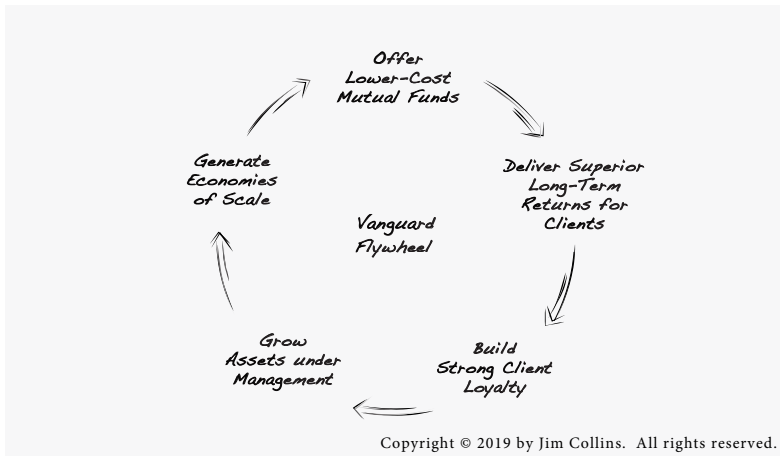
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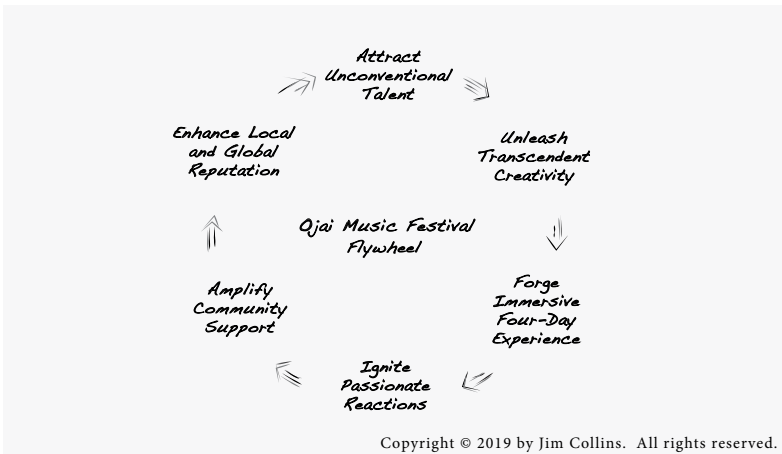
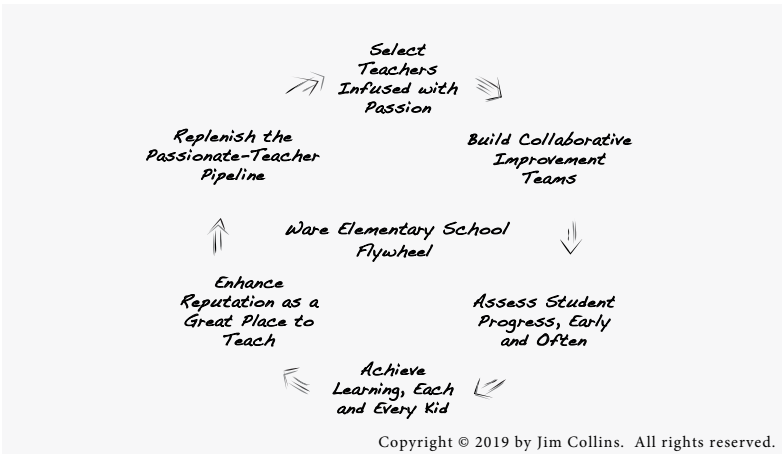
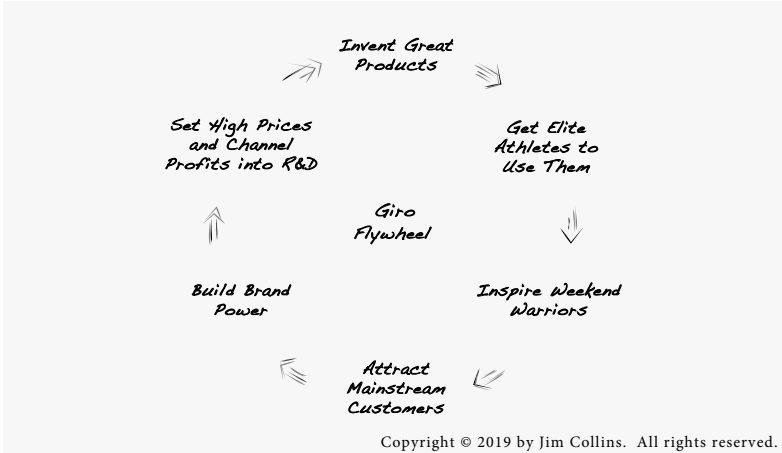
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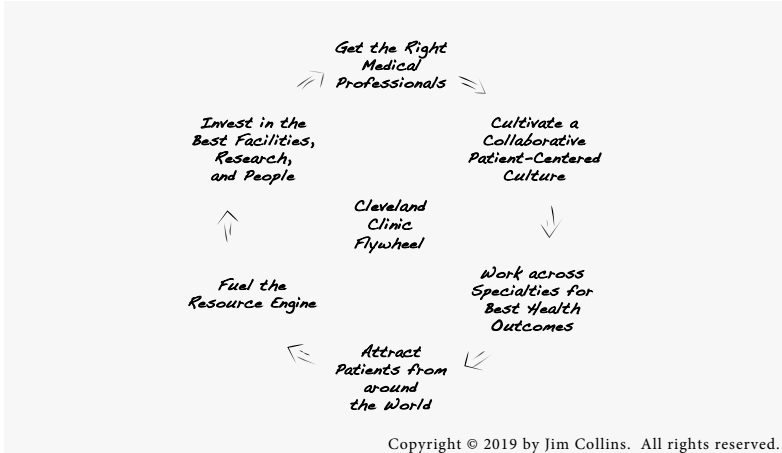
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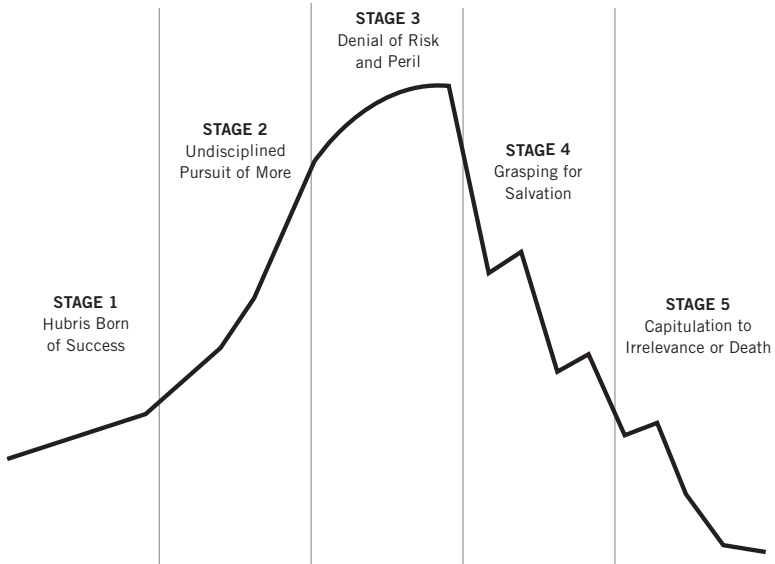


## Flywheel Extensions from Corporate History

COMPANY	FIRST ARENA OF FLYWHEEL SUCCESS	NEXT BIG EXTENSION OF THE FLYWHEEL
3M	Abrasives (e.g., sandpaper)	Adhesives (e.g., Scotch Tape)
Amazon	Internet-enabled retail for consumers	Cloud-enabled web services for enterprises
Amgen	Therapeutics for low-blood-cell conditions	Therapeutics for inflammation and cancer
Apple	Personal computers	Smart handhelds (iPod, iPhone, iPad)
Boeing	Military aircraft	Commercial jetliners
IBM	Accounting tabulating machines	Computers
Intel	Memory chips	Microprocessors
Johnson & Johnson	Medical and surgical products	Consumer health-care products
Kroger	Small-scale grocery stores	Large-scale superstores
Marriott	Restaurants	Hotels
Merck	Chemicals	Pharmaceuticals
Microsoft	Computer languages	Operating systems and applications
Nordstrom	Shoe stores	Department stores
Nucor	Steel joists	Manufactured steel
Progressive	Non-standard (high-risk) car insurance	Standard car insurance
Southwest Airlines	Low-cost intrastate airline (Texas only)	Low-cost interstate airline (coast to coast)
Stryker	Hospital beds	Surgical products
Walt Disney	Animated films	Theme parks

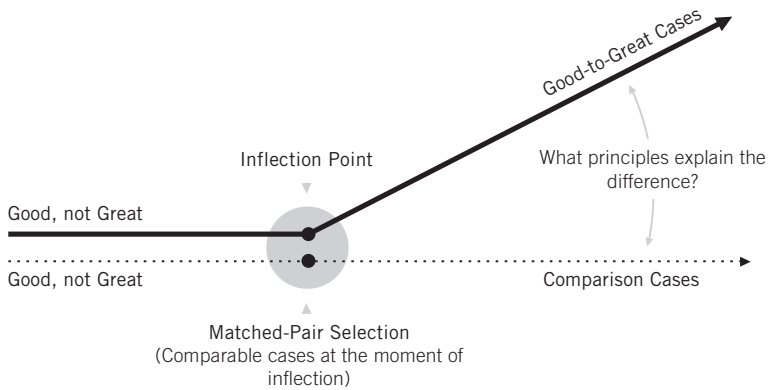
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### FIVE STAGES OF DECLINE



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### The Good-to-Great Matched Pair Research Method



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