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| **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) care 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 |

Collins, Jim. Turning the Flywheel (Good to Great) (p. 22). HarperBusiness. Kindle Edition.