TECHNOLOGY ACCELERATORS IN THE GOOD-TO-GREAT COMPANIES

Company	Technology Accelerators Linked to Hedgehog Concept during Transition Era
Abbott	Pioneered application of computer technology to increase economic denominator of profit per employee. *Not* a leader in pharmaceutical R&D—leaving that to Merck, Pfizer, and others that had a different Hedgehog Concept.
Circuit City	Pioneered application of sophisticated point-of-sale and inventory-tracking technologies—linked to the concept of being the "McDonald's" of big-ticket retailing, able to operate a geographically dispersed system with great consistency.
Fannie Mae	Pioneered application of sophisticated algorithms and computer analysis to more accurately assess mortgage risk, thereby increasing economic denominator of profit per risk level. "Smarter" system of risk analysis increases access to home mortgages for lower-income groups, linking to passion for democratizing home ownership.
Gillette	Pioneered application of sophisticated manufacturing technology for making billions of high-tolerance products at low cost with fantastic consistency. Protects manufacturing technology secrets with the same fanaticism that Coca-Cola protects its formula.
Kimberly-Clark	Pioneered application of manufacturing-process technology, especially in nonwoven materials, to support their passionate pursuit of product superiority. Sophisticated R&D labs; "babies crawl about with temperature and humidity sensors trailing from their tails."
Kroger	Pioneered application of computer and information technology to the continuous modernization of superstores. First to seriously experiment with scanners, which it linked to the entire cash-flow cycle, thereby providing funds for the massive store-revamping process.
Nucor	Pioneered application of the most advanced mini-mill steel manufacturing technology. "Shop the world over" for the most advanced technology. Willing to make huge bets (up to 50 percent of corporate net worth) on new technologies that others viewed as risky, such as continuous thin slab casting.
Philip Morris	Pioneered application of both packaging and manufacturing technology. Bet on technology to make flip-top boxes—the first packaging innovation in twenty years in the industry. First to use computer-based manufacturing. Huge investment in manufacturing center to experiment with, test, and refine advanced manufacturing and quality techniques.
Pitney Bowes	Pioneered application of advanced technology to the mailroom. At first, it took the form of mechanical postage meters. Later, Pitney invested heavily in electrical, software, communications, and Internet engineering for the most sophisticated back-office machines. Made huge R&D investment to reinvent basic postage meter technology in the 1980s.
Walgreens	Pioneered application of satellite communications and computer network technology, linked to its concept of convenient corner drugstores, tailored to the unique needs of specific demographics and locations. A "swallow your tonsils" big investment on a satellite system that links all stores together, like one giant web of a single corner pharmacy. "Like a trip through NASA space center." Led the rest of the industry by at least a decade.
Wells Fargo	Pioneered application of technologies that would increase economic denominator of profit per employee. Early leader in twenty-four-hour banking by phone, early adopter of ATMs, first to allow people to buy and sell mutual funds at an ATM, pioneer in Internet and electronic banking. Pioneered sophisticated mathematics to conduct better risk assessment in lending.