

# Built to Last



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著者:Jim Collins

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Find out what makes the truly exceptional companies different from other companies. "'Built to Last' ... is one of the most eye-opening business studies since 'In Search of Excellence.'"--"USA Today."

Publisher Comments:

HarperBusiness Essentials Note from Jim Collins and Jerry Porras,

authors of "Built to Last" As we sat down to write this author's note for the HarperBusiness Essentials edition, "Built to Last" celebrated its sixth year on the Business Week bestseller list. Far beyond what we would have dared to imagine, "Built to Last" has lived up to its own name.

Ironically, we can claim no credit for the title. Creativity often sprouts from frustration, and our editors in 1994 were frustrated in the extreme. We had inserted a clause into our publishing contract that gave us final right of approval, and as the publication date

neered, we just kept vetoing titles. In all, something on the order of 127 different options fell by the wayside, from "You are the Competition" to "Research Results on Visionary Companies."

The situation finally escalated to the executive editor for HarperCollins, who went home for the weekend and returned on Monday morning with an idea. "Here," he said, throwing a three by five note card on our editor's desk, "see if they'll go for this." On it he'd written the simple phrase "Built to Last."

And we had our title.

In retrospect, "Built to Last" is a great title, but it is also the wrong title. Not from a marketing standpoint (don't get us wrong, we'd still keep it), but from the standpoint of what this book is really all about. "Built to Last," it turns out, is not fundamentally about building to last. It is about building something that is worthy of lasting — about building a company of such intrinsic excellence that the world would lose something important if that organization ceased to exist. Implicit on every page is a simple question: Why on Earth would you settle for creating something mediocre that does little more than make money, when you can create something outstanding that makes a lasting contribution as well? And in the end, as the evidence from our research showed, those who make a lasting contribution make more money over the long run anyway.

If we were rewriting "Built to Last" today, we would not overturn any of the basic concepts; they are timeless principles. We certainly know more about great companies than we did in 1994, and there is certainly much that we could add, but our faith in the fundamental findings has not faded. Indeed, we are more convinced than ever that building an enduring great company — one that is truly worthy of lasting — is a noble cause.

Jim Collins and Jerry Porras

March 31, 2002

Synopsis:

Drawing upon a six-year research project at the Stanford University Graduate School of Business, James C. Collins and Jerry I. Porras took eighteen truly exceptional and long-lasting companies and studied each in direct comparison to one of its top competitors. They examined the companies from their very beginnings to the present day — as start-ups, as midsize companies, and as large corporations. Throughout, the authors asked: "What makes the truly exceptional companies different from the comparison companies and what were the common practices these enduringly great companies followed throughout their history?"

Filled with hundreds of specific examples and organized into a coherent framework of practical concepts that can be applied by managers and entrepreneurs at all levels, *Built to Last* provides a master blueprint for building organizations that will prosper long into the 21st century and beyond.

From Amazon.com

*Built to Last* became an instant business classic. This audio abridgement is read by the authors, who alternate chapters. Collins is a bit breathlessly enthusiastic, but clear and

interesting; Porras, unfortunately, is poorly inflected and wooden. They set out to determine what's special about "visionary" companies--the Disneys, Wal-Marts, and Mercks, companies at the very top of their game that have demonstrated longevity and great brand image. The authors compare 18 "visionary" picks to a control group of "successful-but-second-rank" companies. Thus Disney is compared to Columbia Pictures, Ford to GM, and so on.

A central myth, according to the authors, is that visionary companies start with a great product and are pushed into the future by charismatic leaders. Usually false, Collins and Porras find. Much more important, and a much more telling line of demarcation between a wild success like 3M and an also-ran like Norton, is flexibility. 3M had no master plan, little structure, and no prima donnas. Instead it had an atmosphere in which bright people were not afraid to "try a lot of stuff and keep what works."

If you listen to this audiocassette on your daily commute, you may discover whether you are headed to a "visionary" place of work--and, if so, whether you are the kind of employee who fits your employer's vision. (Running time: two hours, two cassettes)  
--Richard Farr

From Library Journal

What makes a visionary company? This book, written by a team from Stanford's Graduate School of Business, compares what the authors have identified as "visionary" companies with selected companies in the same industry. The authors juxtapose Disney and Columbia Pictures, Ford and General Motors, Motorola and Zenith, and Hewlett-Packard and Texas Instruments, to name a few. The visionary companies, the authors found out, had a number of common characteristics; for instance, almost all had some type of core ideology that guided the company in times of upheaval and served as a constant bench mark. Not all the visionary companies were founded by visionary leaders, however. On the whole, this is an intriguing book that occasionally provides rare and interesting glimpses into the inner workings and philosophical foundations of successful businesses. Recommended for all libraries.

Randy L. Abbott, Univ. of Evansville Lib., Ind.

Book Dimension

Height (mm) 204 Width (mm) 134

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基业长青(珍藏版)

作者介绍:

吉姆·柯林斯，著名商业畅销书作家。柯林斯早年在斯坦福大学商学院从事教学与研究工作，并获得杰出教学奖。1996年，他回到家乡科罗拉多州的博尔德市，创办了自己的管理实验室，与各种企业和社会机构的领导人一起开展对商业生活的研究。曾在默克公司、星巴克、时代明镜集团、麦肯锡公司等世界知名公司任高级经理和CEO。他的另一本书《从优秀到卓越》也是公认的一部经典商业著作，被《福布斯》评为20世纪20本最佳商业畅销书，盘踞亚马逊畅销书排行榜数年，畅销不衰。他的著作被《财富》、《经济学人》、《商业周刊》、《今日美国》等杂志广泛报道，引起巨大反响。

吉里·波勒斯，斯坦福大学商学院教授，此前曾在通用电气等公司任职。

目录:

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标签

管理

商业

Business

基业常青

Management

英文原版

管理学

思维

评论

新馆一层中文社科区 F279.1 K506 新馆二层外文借阅区 F279.712.3 FC71  
《基业长青》（Built to Last: Successful Habits of Visionary Companies），吉姆·科林斯（Jim Collins）和杰瑞I波拉斯（Jerry I. Porras）著，1994年出版（中译本由中信出版社出版）。该书以一个最简单的问题为开头：伟大的公司何以伟大？然后，对此做了深入研究。这是一个宏伟、艰巨而又大胆的

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这本书对我最大的价值在于告诉我，在一个基业长青的企业中，什么是真正的vision，它超越单纯利润的追逐，又扎根于日复一日的运营之中。

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: F279.712.3/C712

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High school when I read this book a voice in my head kept asking questions regarding the reliability of the research and findings.

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曾经号称史上最伟大的商业类书籍，可惜已经多数开始打脸了……

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刚开了个头

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with built to last we get a couple of best sales

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方法论值得商榷，不和“远见”差的公司对比，总感觉缺什么；另外，作者也承认的不严谨的地方

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a good business book

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基业长青啊！

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这本书给我最大的启发在于，现在美国的那些大公司，惠普，迪士尼，强生都是几代人努力的结果。所有现在的强大都是多年前的一个车库，一个点子，几个有梦想的年轻人，和无数次的失败堆积起来的。

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Thoroughly, creatively, and authentically present the concept of visionary company.  
Very enlightening and helpful!

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在一个Visionary Company中，哪些是会变化的，而哪些是不会变化的。通过很多的实际例子，科学地阐述了这个观点。例子稍微有点老，有些Visionary Company，此时此刻的境地却是不怎么样，例如：Motorola。这个是个令人深思的问题，是什么原因会“摧毁”一个Visionary Company呢？

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从这本书看到了老板的身影。伟大公司的特征，我厂都具备666

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Tai-Chi

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I suggest not to skip the appendix, then we will know what's the difference between dreams and reality.

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当成管理书籍来看，不能当成投资书籍来看。一个管理者到底如何塑造公司的愿景，文化与使命感？又如何使全体上下同心协力向前不断迈进？伟大的公司的确有很多相似之处，尤其是宗教信仰一样的文化。能发现这些共同点不容易，但是读来一定要有批判思维。巴菲特一定会避免那些整日面对巨大变革的公司。

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非常迷幻的一本商业书籍 非常好

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值得一读

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看了好久，终于在年底前看完了。主要讲的是如何创造并维持一个卓越的公司，其中的一些观点例如clock builder, 野心勃勃的目标等都是非常有普世价值

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## 书评

somewhat ridiculous people desire money least make fortune most, but a undoubted fact!

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做好一个企业或者做好一个组织甚至是国家组织。并不仅仅是只要完成“从报时到造钟”的转换就可以的了。好的制度最多只是会让一个企业不会迅速消亡。如果只做好基业，就可以长青，那譬如书中所列举的卓越的诺基亚，IBM。他们现在虽仍然是优秀的公司，但却在他们原来的主营领域...

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因为老罗的推荐才买的，书写的很用心，简单的语言，详实的数据，向我们展示了什么样的公司才是高瞻远瞩的公司。当我们遇到问题的时候，我们可以翻翻这本书。当我们在事业中迷失方向的时候，我们可以从书中获得力量。如书中所说，每一家公司都有自己的使命和价值观，而我们既...

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看到豆瓣书评里有很多管理学的学生读过这本书，的确，这本书也是我的管理学原理老师推荐的。读这本书，最好也需要一点点管理学基础，尽管这是一本商业畅销书，但作者之一吉姆·柯林斯曾是斯坦福大学商学院教授，写作自然充满学术科研气息，而且书中还有一些管理学的...

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### 1.前记

索尼创始人井深大在1946年，创立公司一年后写下的公开“说明书”中讲到：“如果能够建立一种环境，让员工能够靠坚强的团队合作精神团结在一起，并全心全意发挥他们的科技能力……那么，这种组织便可以带来无尽的快乐和利益……志趣相投的人自然会结合起来，推动这些理想...

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一个现案例：北欧人，再见

2013年9月3日，当更多的芬兰人还沉睡在梦乡中时，诺基亚公司在官网发布了一通公报称，微软以37.9亿欧元收购诺基亚的手机部门，即诺基亚的手机及智能终端部门、工业设计团队、所有设备和服务生产线、产品和服务销售网络等。

至此，诺基亚几乎已经完全...

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作者找了18对企业，一组为金牌企业，一组为差不多同时代建立的银牌企业，然后分析两者不同，认为大家只要follow金牌企业的成功，自己也就可以一样成功。找出n个成功者，分析它们的特点，然后认为重复它们的特点就能成功？？成功者具有某些特性，能代表具有这些特性的企业一...

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前几日读《互联网时代品牌十诫》，作者引用柳传志的话给了我一些启发，柳传志说过，没有成功的企业，只有时代的企业。读这短短十四个字，使我的心情久久不能平复。互联网时代的变化太快，以至于一些企业，稍不留神就会轰然倒塌。诺基亚卖给微软时，其总裁说了句话，在场所有诺...

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这世界上有太多的企业，但是能够成长为百年公司的却不多。太多的企业在变幻莫测的市场失去了竞争力，成为消费者记忆的尘埃。因此也有太多的企业想要长存于世，于是便有了这本书——《基业长青》。

托尔斯泰如果说：“幸福的家庭都是相似的，不幸的家庭各有各的不幸”。将这句话...

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任何实物都不可能逃脱命运的安排，这个命运就是生老病死的循环。一台电脑从出场到报废；一块木头从采割到腐朽；一个人从出生到病死；莫不如是。但是只有公司，这种飘渺的机构，用实物来组成的机构，可以基业长青。德鲁克说过，公司可以用人的生命一点点或者一代代的延续下去，...

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畅销书、管理大师，当两者结合在一起的时候，于是管理娱乐业便产生了。Thomas Peters《追求卓越》创造了一个发行量神话，之后又广被诟病；接着Jim Collins的《基业长青》趁势而出，同样发行量巨大。没错，形象已经修正，但本质如出一辙：依据一套极其具体、主要用数据表示的...



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“保存核心，刺激进步”，在不确定的世界面前，稳定唯一真实可靠的源泉就是一种强烈的内心信念和适应变革的意愿，以及应时调整改变“核心”之外一切事物的做法。在职业生涯中，应该注意的12个观念，a、人生是一场长距离的竞赛；b、做一个制造时钟的人，而不是报时人；c、人的核...

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这本书是积极心理学的拥护者，哈佛大学教授tal在授课的时候介绍的，于是我把本书作者写的《基业长青》和《从优秀到卓越》都买了。严格的说，这不是一篇书评，而是一篇读书笔记，用来回忆我从本书学到的知识。最大的感受就是”好公司本天成秒人偶得之”，每一家百年企业都有它...

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