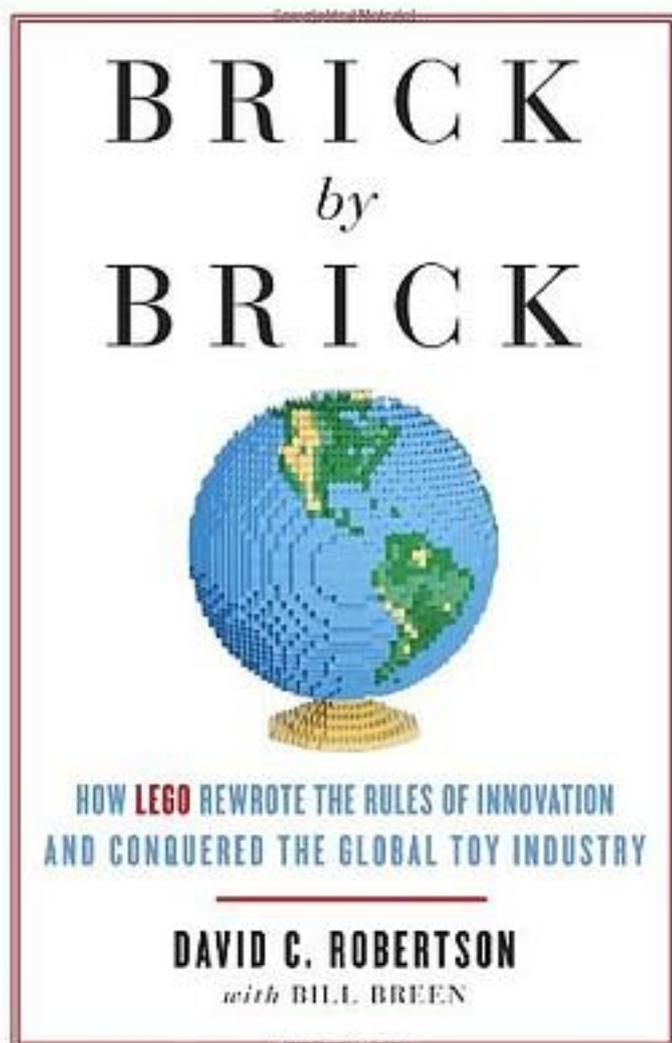


Brick by Brick



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著者:Robertson, David

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Brick by Brick takes you inside the LEGO you've never seen. By following the teams that are inventing some of the world's best-loved toys, it spotlights the company's disciplined approach to harnessing creativity and recounts one of the most remarkable business transformations in recent memory.

Brick by Brick reveals how LEGO failed to keep pace with the revolutionary changes in kids' lives and began sliding into irrelevance. When the company's leaders implemented some of the business world's most widely espoused prescriptions for boosting innovation, they ironically pushed the iconic toymaker to the brink of bankruptcy. The company's near-collapse shows that what works in theory can fail spectacularly in the brutally competitive global economy.

It took a new LEGO management team – faced with the growing rage for electronic toys, few barriers to entry, and ultra-demanding consumers (ten-year old boys) – to reinvent the innovation rule book and transform LEGO into one of the world's most profitable, fastest-growing companies.

Along the way, Brick by Brick reveals how LEGO:

- Became truly customer-driven by co-creating with kids as well as its passionate adult fans
 - Looked beyond products and learned to leverage a full-spectrum approach to innovation
 - Opened its innovation process by using both the "wisdom of crowds" and the expertise of elite cliques
 - Discovered uncontested, "blue ocean" markets, even as it thrived in brutally competitive red oceans
 - Gave its world-class design teams enough space to create and direction to deliver
- built a culture where profitable innovation flourishes

Sometimes radical yet always applicable, Brick by Brick abounds with real-world lessons for unleashing breakthrough innovation in your organization, just like LEGO. Whether you're a senior executive looking to make your company grow, an entrepreneur building a startup from scratch, or a fan who wants to instill some of that LEGO magic in your career, you'll learn how to build your own innovation advantage, brick by brick.

作者介绍:

DAVID C. ROBERTSON joined the faculty of the Wharton School at the University of Pennsylvania in January of 2011, and was the LEGO Professor of Innovation and Technology Management at IMD in Lausanne, Switzerland from 2002 through 2010. As the LEGO Professor, Robertson was given unique access to the company's management team, has written two case studies about the company, and is the co-author of a Harvard Business Review piece on LEGO. At IMD, Robertson was the co-director of the school's largest executive education program, the Program for Executive Development, and directed programs for Credit Suisse, EMC, HSBC, Skanska, BT, and other leading European companies. For more on Robertson's background,

and to contact him for speaking and consulting engagements, visit www.robertsoninnovation.com.

BILL BREEN is a founding member of the team that launched Fast Company, which gained an avid following among businesspeople and won numerous awards, including the National Magazine Award for General Excellence. As senior editor, he edited Fast Company's special issues on design and leadership and wrote many articles on competition, innovation, and personal success. He is the coauthor of *The Responsibility Revolution* and *The Future of Management*, which the editors of Amazon.com selected as the best business book of the year. Breen speaks to business audiences on leadership, innovation and sustainability; he has appeared on CNN, Fox, CBS, National Public Radio, and other media outlets. Connect with Bill at bbreen@billbreen.net

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标签

创新

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英文原版

innovation

case

TOY

评论

Turnaround case. Not synthetic in organization, too many lousy stories. Referring brand management course, it's core that Lego grabbed right.

where bricks click

A corporate survived from edge of bankruptcy always left rich story to learn from, LEGO is one of them.

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书评

我们都知道乐高，虽然未必都玩过。乐高除了很贵的积木套装（其实在欧美没那么贵，在国内的售价至少是美国售价的两倍，中国市场仍以礼品用为主），还有一年几万块的课程，也有票房不错、老少咸宜的合家欢大电影。除了自有的城市系列、朋友系列、忍者系列、生化战士系列等，乐高...

可读性一般，乐高的浴火重生现实中能借鉴的地方较少。作者的思路也比较散，用创新七法则做整本书的逻辑框架本身就没什么逻辑，因为作者自己也说了“任何真理都不能独自存在”，那么你怎么能单拿出一个成功案例来说某一条的优劣呢？适合现有业务成熟但想开拓新市场的情况拿...

新书，在旅途中看到有杂志推荐这本书，就迫不及待的买来观看。读到一半，感触有些。乐高，在我脑海意识中一直是高端玩具，但是能吸引全球这么多狂热的粉丝和它蕴含着的机械力学之美一直吸引着我。它的创意文化也一直是敬仰的。这本书主要从商业方面讲述了乐高企业的起伏，从...

关键是有效创新——读《乐高：创新者的世界》 彭忠富

创新是民族前进的动力，这点在中国早就成为共识。创新对于企业来说尤为重要，“人无我有，人有我精”，如果企业不断推陈出新，站在行业潮头引领消费潮流，那么必定会屹立不倒。但是创新有个前提，那就是企业推出的创新必...

病来如山倒，病去如抽丝。当无形的疼痛从脚底如波浪般不停歇的传递到手指上时，似乎只有呻吟才能减轻点痛楚。人的疾病袭来总是突如其来，表象掩盖不了实质。就如乐高2002年如日中天时，其四面出击，似乎能掌控儿童玩具的未来。特别当乐高以7条创新法则信心百倍的四处开花时， ...

乐高是享誉世界的玩具品牌，现在甚至已经形成了自己独特的圈子文化。这种成就，我想是美泰、孩之宝甚至万代完全不能比较的。也就是因为有这样的成就，才会诞生这样一本专门研究的书。貌似是用管理学的原则对乐高的经营管理进行复盘，但是给我的感觉还是一本有点歌功颂德的，里...

玩具帝国的秘密——《乐高，创新者的世界》

在几乎所有关于乐高传奇的讲述中，都会提到创始之处的那个故事：乐高的员工因为赶时间，将一只仅刷了两遍漆的玩具小鸭交付给客户，乐高创始人听到这个消息之后追到火车站要回玩具以进行第三次刷漆。这个故事讲的是乐高在初期对质...

Brick by brick,

乐高公司通过一个个乐高颗粒搭建起了一个世界性的玩具王国。我认为这种充满开创性的拼插积木以及其所带来的无限组合和想象，不仅仅是公司的头牌产品，更体现了其经营的理念和为客户创造的价值。最可贵的是，这些小积木激发了庞大客户群体的参与和实践，而正是...

本书的文章不是完全按照年代来写的，看得思路有些乱。主要是想说，创新是乐高成功的法宝，但是要小心使用。

乐高早年制定了创新七法，一路稳步成长，但是由于没有好好的监管成本与利润，导致铺的太大，赚的太少。在2003年时虽然有销售营业额，但是亏本严重，差点关门。后来招...

作者的行文思路在一理科生看来实在是一团乱，一件事例反反复复能重复好多遍，时间上胡乱跳跃也就罢了，连逻辑顺序都无法理出来，实在是让人看得头痛。
其实整理一下，也就那么几条。把握时机，坚持创新，注意员工管理，集思广益而不是固守己见，最后就是拓展商业领域， ...

玩具霸主的创新法则 文/王传言

【《乐高：创新者的世界》，戴维·罗伯逊、比尔·布林著，田琴华译，中信出版社，2014年5月】

在玩具制造企业中，乐高集团应该无人不知。但是，对于乐高成功的秘诀可能并没有更多的人探究。作为名副其实的全世界玩具霸主地位的占据者，乐高的...

喜欢书中对于乐高公司成长过程中很多故事和细节的描述。不过对于把乐高的危机和复兴与对创新的认识和管理联系起来我不大认同。至少这个由已知结果推定出的原因不能让我信服。不过书中的以下观点还是靠谱的： 1-战略咨询公司大部分时候都是在胡扯； 2-要赚钱，否则再伟大的理想...

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