

普华  
经营

伟大的科技创新与创业历程

# 硅谷 1900-2013 百年史

第二版

A HISTORY OF  
SILICON VALLEY: THE  
GREATEST CREATION  
OF WEALTH IN THE  
HISTORY OF THE  
PLANET

[ 美 ] 阿伦·拉奥 (Arun Rao)  
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SILICON VALLEY HAS A  
STATE OF MIND WHERE YOU  
DON'T HAVE THE STIGMA OF  
FAILURE.  
DON VALENTINE THE  
FOUNDER OF SEQUOIA  
CAPITAL

硅谷有一种心态，在这里，  
你不必因为失败而背负污名。  
—— 唐·瓦伦丁，红杉资本创始人

人民邮电出版社  
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硅谷百年史：伟大的科技创新与创业历程：1900  
~ 2013 第二版

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## 插图

这个“电话”有太多缺点，没法当作真正的通信手段。这东西本身对我们没有价值。

——西联公司1876年内部备忘录

我看全世界对计算机的需求量总共可能只有五台。

——托马斯·沃森，IBM公司董事长，1943年  
没有任何理由能证明，人人都想在家里拥有一台计算机。

——肯·奥尔森，DEC 公司总裁和创始人，1977年

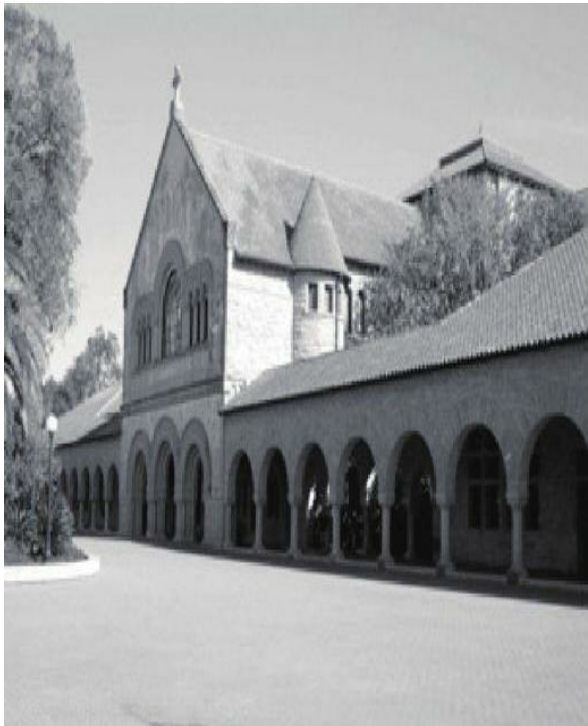




2013年的硅谷地图。硅谷原先只包括圣塔克拉拉谷的从吉尔罗伊到帕洛阿图一带。今天它成了一个从圣何塞一直延伸到旧金山和伯克利的地理区域。



海岸山脉屏障着大部分硅谷。山脉的西侧一片翠绿，在这里，徒步旅行和户外运动十分流行。

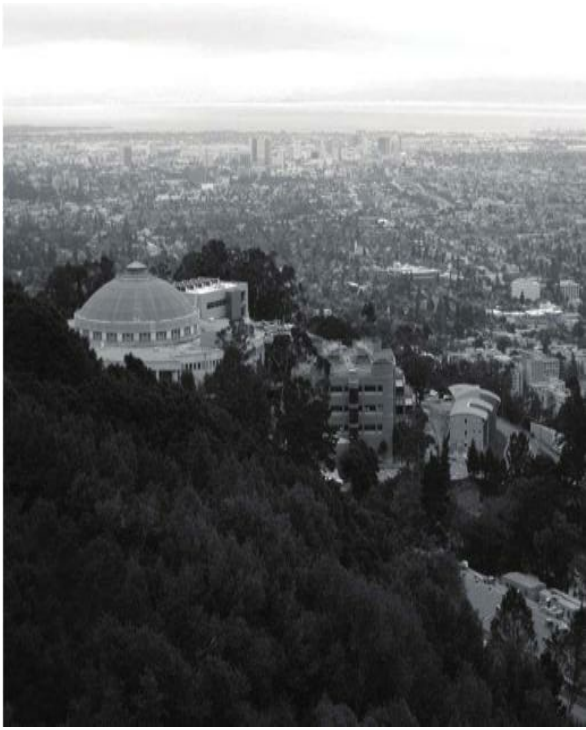


斯坦福广场在历史上是校园的中心，它是一座加利福尼亚牧场式的建筑，学生们把这个地方叫作“农庄”。



斯坦福大学的“工程角”是老的无线电和工程实验室的所在地。特曼、利顿、休利特和帕卡德等人在这里做过研究。





从劳伦斯伯克利实验室远眺加州大学伯克利分校校园。这里原先是伯克利辐射实验室，回旋加速器在这里建成，这里的研究人员优化了铀的电磁浓缩技术。



李·德福雷斯特发明了真空管来放大电信号。1910年，他为了逃债离开芝加哥来到旧金山，进入了无线电广播业。一个名为西里尔·埃尔威尔的斯坦福大学校友采用了德福雷斯特的技术，创办了联邦电报公司，这是硅谷第一家成功的初创公司。





弗雷德·特曼（左）是斯坦福大学的工程学教授、院长及后来的教务长。他完善了产学合作的模式，鼓励学生和教授离校创办企业。他的明星学生包括戴维·帕卡德、比尔·休利特和查理·利顿（右）。利顿是一个机械学天才，他在下午很晚才吃早餐，傍晚进办公室，一直工作到翌日清晨，为的是晚上安静，有较高的工作效率。





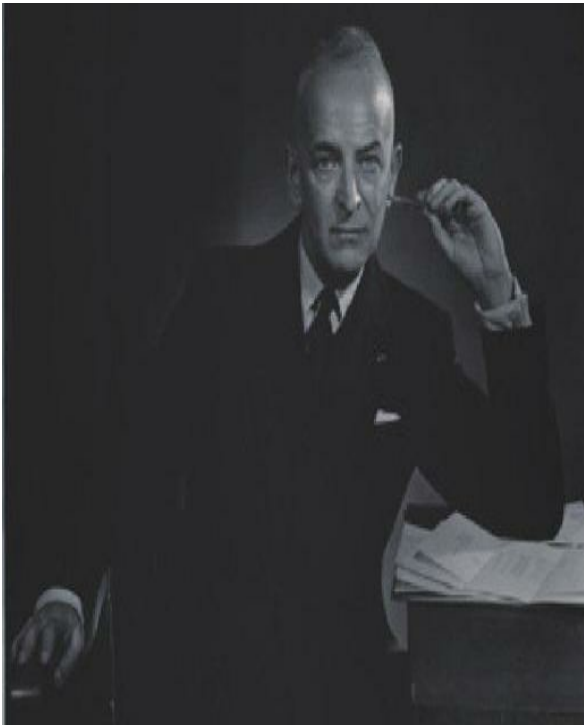
艾迪逊大街367号的房子和车库。1938年，比 尔·休利特和戴维·帕卡德在这里创办了惠普公司。休利特住在车库里，那里也是工作间；帕卡德和他的妻子露西尔住在房子里，房租依靠露西尔做秘书的工资来支付。



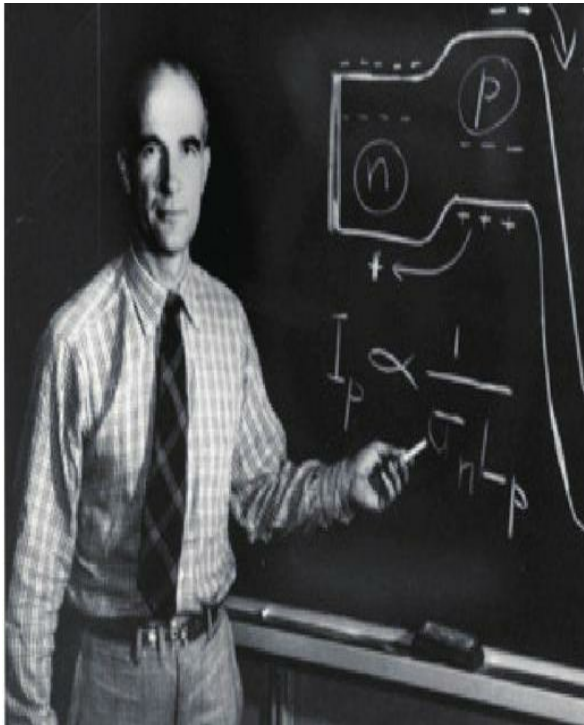
在车库里，休利特和帕卡德建立了他们的公司。他们的第一个产品是音频振荡器，销售给包括沃尔特·迪斯尼公司在内的加州的电影制片公司。



比尔·休利特（左）和戴维·帕卡德是最好的朋友和生意伙伴。他们既是优秀的工程师，也是优秀的经理人，休利特长于主内、帕卡德长于主外。他们以微小的积蓄创办了惠普公司，并使之成长为价值数十亿美元的公司。开始时，公司制造和销售电子测试设备、计算器，后来是计算机和打印机。



乔治·多里奥特是哈佛大学商学院教授，他创办了第一家专业的风险投资公司——美国研究与开发公司。他培养了哈佛商学院的一代学生，如查尔斯·韦特和汤姆·珀金斯。这些人后来都在硅谷创办了风险投资合伙公司。





威廉·肖克利才华横溢，他在贝尔实验室与他人共同发明了晶体管。1955年，他回到了老家帕洛阿图，在这个气候温暖的地方创办了肖克利晶体管公司。肖克利在招聘技术人才方面极具才能，但在激励和留住人才方面却极糟糕。



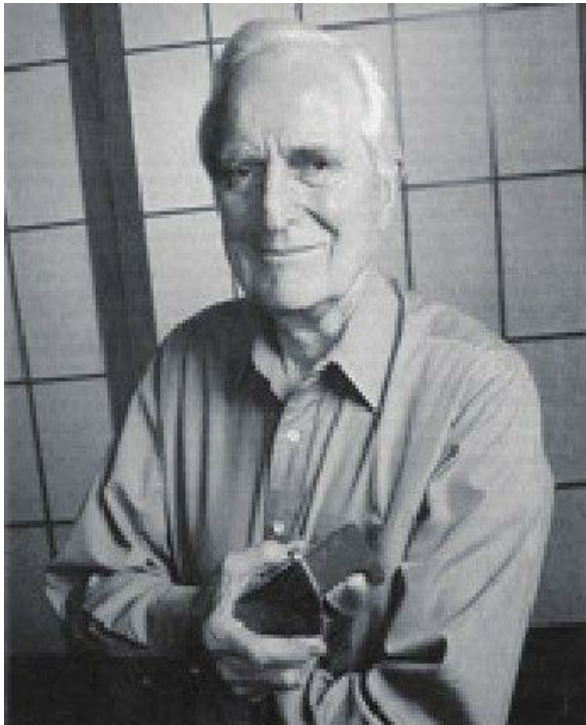
肖克利的老实验室。在这里，他创办了自己的公司，并因过于苛刻而疏远了员工。被称为“八个叛徒”的一群人离开后创建了仙童半导体公司。员工离开大公司参加初创公司是硅谷的一个传统。



创办了仙童半导体公司的“八个叛徒”（从左至右）：戈登·摩尔、谢尔顿·罗伯茨、尤金·克莱纳、罗伯特·诺伊斯、维克多·格里尼奇、朱利叶斯·布兰科、吉恩·霍尼和杰伊·拉斯特。他们创办了一个强大的公司，后来东海岸的主管们因决策迟缓和吝于分享利润而与他们关系不佳，公司最后散伙。



仙童半导体公司的老办公室。许多半导体产业的创业者在20世纪50年代晚期曾经工作于此，他们后来离开并创办了自己的公司。







**monday afternoon**

**december 9**

**3:45 p.m. / arena**

*Chairman:*

**DR. D. C. ENGELBART**

*Stanford Research Institute*

*Menlo Park, California*

## **a research center for augmenting human intellect**

This session is entirely devoted to a presentation by Dr. Engelbart on a computer-based, interactive, multiconsole display system which is being developed at Stanford Research Institute under the sponsorship of AFPA, NASA and PARC. The system is being used as an experimental laboratory for investigating principles by which interactive computer aids can augment intellectual capability. The techniques which are being described will, themselves, be used to augment the presentation.

The session will use an on-line, closed circuit television hook-up to the SRI computing system in Menlo Park. Following the presentation remote terminals to the system, in operation, may be viewed during the remainder of the conference in a special room set aside for that purpose.

道格拉斯·恩格尔巴特和他的团队在20世纪60年代中期开发了计算机界面的一些要件，比如数位映像屏幕、鼠标、超文本、协同工具和图形用户界面的原型，这些都发生在个人电脑行业出现以前很久。右面是1968年举办的“演示之母”的通告原件。由克里斯蒂娜·恩格尔巴特和培训学院提供。



1. Unknown  
2. Ron Garrison  
3. Jack Farth  
4. Tony Yates  
5. John LaPorta  
6. Lee Boyssel  
7. Unknown  
8. Glen McGowan  
9. Unknown

Four Phase  
Ground Breaking

1970年，四相公司的创办者们和仙童半导体公司的前工程师李·鲍瑟尔的合影。他们设计了一个商用微处理器AL1（一个8位的CPU）。



英特尔的第一名员工和两位共同创办人：安迪·格鲁夫、罗伯特·诺伊斯、戈登·摩尔（自左至右）。在放弃了DRAM市场改产微处理器之后，他们从零开始完全再造了自己的业务。照片由英特尔公司提供。



英特尔的第一个办公楼，这是一座其貌不扬的单层建筑，在硅谷很有代表性。



## The preferred chip

1992, 1993, 1994, 1995, 1996, 1997, 1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029, 2030, 2031, 2032, 2033, 2034, 2035, 2036, 2037, 2038, 2039, 2040, 2041, 2042, 2043, 2044, 2045, 2046, 2047, 2048, 2049, 2050, 2051, 2052, 2053, 2054, 2055, 2056, 2057, 2058, 2059, 2060, 2061, 2062, 2063, 2064, 2065, 2066, 2067, 2068, 2069, 2070, 2071, 2072, 2073, 2074, 2075, 2076, 2077, 2078, 2079, 2080, 2081, 2082, 2083, 2084, 2085, 2086, 2087, 2088, 2089, 2090, 2091, 2092, 2093, 2094, 2095, 2096, 2097, 2098, 2099, 2100, 2101, 2102, 2103, 2104, 2105, 2106, 2107, 2108, 2109, 2110, 2111, 2112, 2113, 2114, 2115, 2116, 2117, 2118, 2119, 2120, 2121, 2122, 2123, 2124, 2125, 2126, 2127, 2128, 2129, 2130, 2131, 2132, 2133, 2134, 2135, 2136, 2137, 2138, 2139, 2140, 2141, 2142, 2143, 2144, 2145, 2146, 2147, 2148, 2149, 2150, 2151, 2152, 2153, 2154, 2155, 2156, 2157, 2158, 2159, 2160, 2161, 2162, 2163, 2164, 2165, 2166, 2167, 2168, 2169, 2170, 2171, 2172, 2173, 2174, 2175, 2176, 2177, 2178, 2179, 2180, 2181, 2182, 2183, 2184, 2185, 2186, 2187, 2188, 2189, 2190, 2191, 2192, 2193, 2194, 2195, 2196, 2197, 2198, 2199, 2200, 2201, 2202, 2203, 2204, 2205, 2206, 2207, 2208, 2209, 2210, 2211, 2212, 2213, 2214, 2215, 2216, 2217, 2218, 2219, 2220, 2221, 2222, 2223, 2224, 2225, 2226, 2227, 2228, 2229, 2230, 2231, 2232, 2233, 2234, 2235, 2236, 2237, 2238, 2239, 2240, 2241, 2242, 2243, 2244, 2245, 2246, 2247, 2248, 2249, 2250, 2251, 2252, 2253, 2254, 2255, 2256, 2257, 2258, 2259, 2260, 2261, 2262, 2263, 2264, 2265, 2266, 2267, 2268, 2269, 2270, 2271, 2272, 2273, 2274, 2275, 2276, 2277, 2278, 2279, 2280, 2281, 2282, 2283, 2284, 2285, 2286, 2287, 2288, 2289, 2290, 2291, 2292, 2293, 2294, 2295, 2296, 2297, 2298, 2299, 2300, 2301, 2302, 2303, 2304, 2305, 2306, 2307, 2308, 2309, 2310, 2311, 2312, 2313, 2314, 2315, 2316, 2317, 2318, 2319, 2320, 2321, 2322, 2323, 2324, 2325, 2326, 2327, 2328, 2329, 2330, 2331, 2332, 2333, 2334, 2335, 2336, 2337, 2338, 2339, 2340, 2341, 2342, 2343, 2344, 2345, 2346, 2347, 2348, 2349, 2350, 2351, 2352, 2353, 2354, 2355, 2356, 2357, 2358, 2359, 2360, 2361, 2362, 2363, 2364, 2365, 2366, 2367, 2368, 2369, 2370, 2371, 2372, 2373, 2374, 2375, 2376, 2377, 2378, 2379, 2380, 2381, 2382, 2383, 2384, 2385, 2386, 2387, 2388, 2389, 2390, 2391, 2392, 2393, 2394, 2395, 2396, 2397, 2398, 2399, 2400, 2401, 2402, 2403, 2404, 2405, 2406, 2407, 2408, 2409, 2410, 2411, 2412, 2413, 2414, 2415, 2416, 2417, 2418, 2419, 2420, 2421, 2422, 2423, 2424, 2425, 2426, 2427, 2428, 2429, 2430, 2431, 2432, 2433, 2434, 2435, 2436, 2437, 2438, 2439, 2440, 2441, 2442, 2443, 2444, 2445, 2446, 2447, 2448, 2449, 2450, 2451, 2452, 2453, 2454, 2455, 2456, 2457, 2458, 2459, 2460, 2461, 2462, 2463, 2464, 2465, 2466, 2467, 2468, 2469, 2470, 2471, 2472, 2473, 2474, 2475, 2476, 2477, 2478, 2479, 2480, 2481, 2482, 2483, 2484, 2485, 2486, 2487, 2488, 2489, 2490, 2491, 2492, 2493, 2494, 2495, 2496, 2497, 2498, 2499, 2500, 2501, 2502, 2503, 2504, 2505, 2506, 2507, 2508, 2509, 2510, 2511, 2512, 2513, 2514, 2515, 2516, 2517, 2518, 2519, 2520, 2521, 2522, 2523, 2524, 2525, 2526, 2527, 2528, 2529, 2530, 2531, 2532, 2533, 2534, 2535, 2536, 2537, 2538, 2539, 2540, 2541, 2542, 2543, 2544, 2545, 2546, 2547, 2548, 2549, 2550, 2551, 2552, 2553, 2554, 2555, 2556, 2557, 2558, 2559, 2560, 2561, 2562, 2563, 2564, 2565, 2566, 2567, 2568, 2569, 2570, 2571, 2572, 2573, 2574, 2575, 2576, 2577, 2578, 2579, 2580, 2581, 2582, 2583, 2584, 2585, 2586, 2587, 2588, 2589, 2590, 2591, 2592, 2593, 2594, 2595, 2596, 2597, 2598, 2599, 2600, 2601, 2602, 2603, 2604, 2605, 2606, 2607, 2608, 2609, 2610, 2611, 2612, 2613, 2614, 2615, 2616, 2617, 2618, 2619, 2620, 2621, 2622, 2623, 2624, 2625, 2626, 2627, 2628, 2629, 2630, 2631, 2632, 2633, 2634, 2635, 2636, 2637, 2638, 2639, 2640, 2641, 2642, 2643, 2644, 2645, 2646, 2647, 2648, 2649, 2650, 2651, 2652, 2653, 2654, 2655, 2656, 2657, 2658, 2659, 2660, 2661, 2662, 2663, 2664, 2665, 2666, 2667, 2668, 2669, 2670, 2671, 2672, 2673, 26

**Small Firms**, whose share grows about 50% of general companies each year, is pulling strongly behind a 100,000-firm franchising campaign to promote commerce.

The pharmaceutical company has signed letters that the 14 manufacturers, ranging from big names like Eli Lilly to small ones, wouldn't put up their generic drugs. It says that "small manufacturers" is better than "big ones."

Small groups of 100 members or less, all living in Britain, the Irish, or who have been accepted for entry into one of these countries, are exempt from the requirement.

"When they're trying to do it in a completely straight forward performance that really is beautiful," says Scott. "When you think of them as being a hard-core musician, it's almost like a relief."

**STAFF'S COMMENTS:** ON THIS AND A NUMBER OF OTHER STAFF COMMENTS THAT A NUMBER OF STAFF WHO WERE CONSIDERED INTERESTING WERE NOT IN THE LIST OF STAFF TO BE INTERVIEWED.

When you're asking something that nobody says, there does to be some unspoken rule as to how you should

The second paper, *The Effects of Management Team Composition and Size on Key Decisions in Strategic Management*, shows that 100 percent male committees make better strategic decisions. The authors call for firms to hire more men to their top management teams to improve their strategic decisions.

However, these conditions are insufficient to allow access to the computer. Some support is required so that these conditions can be met and access to these tools given. And this means some form of assistance, training or support. Further, these conditions are not sufficient to

While it is necessary to demand compromise on a range of issues, others are starting to drop away. At the moment, Rahmstrom does believe sufficient climate action is within reach. But he says he's not happy predicting a standard of proof's future impact. In 2008, he said he would have thought the standard was within reach of the government.

[illegible]

The meeting in Italy's second-largest city, Rome, drew more than 100 people, including the Italian ambassador, the president of the Italian Republic, and the Italian prime minister. The meeting was the first of its kind since the Italian government's decision to withdraw from the League of Nations in 1937.



1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029, 2030, 2031, 2032, 2033, 2034, 2035, 2036, 2037, 2038, 2039, 2040, 2041, 2042, 2043, 2044, 2045, 2046, 2047, 2048, 2049, 2050, 2051, 2052, 2053, 2054, 2055, 2056, 2057, 2058, 2059, 2060, 2061, 2062, 2063, 2064, 2065, 2066, 2067, 2068, 2069, 2070, 2071, 2072, 2073, 2074, 2075, 2076, 2077, 2078, 2079, 2080, 2081, 2082, 2083, 2084, 2085, 2086, 2087, 2088, 2089, 2090, 2091, 2092, 2093, 2094, 2095, 2096, 2097, 2098, 2099, 2100, 2101, 2102, 2103, 2104, 2105, 2106, 2107, 2108, 2109, 2110, 2111, 2112, 2113, 2114, 2115, 2116, 2117, 2118, 2119, 2120, 2121, 2122, 2123, 2124, 2125, 2126, 2127, 2128, 2129, 2130, 2131, 2132, 2133, 2134, 2135, 2136, 2137, 2138, 2139, 2140, 2141, 2142, 2143, 2144, 2145, 2146, 2147, 2148, 2149, 2150, 2151, 2152, 2153, 2154, 2155, 2156, 2157, 2158, 2159, 2160, 2161, 2162, 2163, 2164, 2165, 2166, 2167, 2168, 2169, 2170, 2171, 2172, 2173, 2174, 2175, 2176, 2177, 2178, 2179, 2180, 2181, 2182, 2183, 2184, 2185, 2186, 2187, 2188, 2189, 2190, 2191, 2192, 2193, 2194, 2195, 2196, 2197, 2198, 2199, 2200, 2201, 2202, 2203, 2204, 2205, 2206, 2207, 2208, 2209, 2210, 2211, 2212, 2213, 2214, 2215, 2216, 2217, 2218, 2219, 2220, 2221, 2222, 2223, 2224, 2225, 2226, 2227, 2228, 2229, 2230, 2231, 2232, 2233, 2234, 2235, 2236, 2237, 2238, 2239, 2240, 2241, 2242, 2243, 2244, 2245, 2246, 2247, 2248, 2249, 2250, 2251, 2252, 2253, 2254, 2255, 2256, 2257, 2258, 2259, 2260, 2261, 2262, 2263, 2264, 2265, 2266, 2267, 2268, 2269, 2270, 2271, 2272, 2273, 2274, 2275, 2276, 2277, 2278, 2279, 2280, 2281, 2282, 2283, 2284, 2285, 2286, 2287, 2288, 2289, 2290, 2291, 2292, 2293, 2294, 2295, 2296, 2297, 2298, 2299, 2300, 2301, 2302, 2303, 2304, 2305, 2306, 2307, 2308, 2309, 2310, 2311, 2312, 2313, 2314, 2315, 2316, 2317, 2318, 2319, 2320, 2321, 2322, 2323, 2324, 2325, 2326, 2327, 2328, 2329, 2330, 2331, 2332, 2333, 2334, 2335, 2336, 2337, 2338, 2339, 2340, 2341, 2342, 2343, 2344, 2345, 2346, 2347, 2348, 2349, 2350, 2351, 2352, 2353, 2354, 2355, 2356, 2357, 2358, 2359, 2360, 2361, 2362, 2363, 2364, 2365, 2366, 2367, 2368, 2369, 2370, 2371, 2372, 2373, 2374, 2375, 2376, 2377, 2378, 2379, 2380, 2381, 2382, 2383, 2384, 2385, 2386, 2387, 2388, 2389, 2390, 2391, 2392, 2393, 2394, 2395, 2396, 2397, 2398, 2399, 2400, 2401, 2402, 2403, 2404, 2405, 2406, 2407, 2408, 2409, 2410, 2411, 2412, 2413, 2414, 2415, 2416, 2417, 2418, 2419, 2420, 2421, 2422, 2423, 2424, 2425, 2426, 2427, 2428, 2429, 2430, 2431, 2432, 2433, 2434, 2435, 2436, 2437, 2438, 2439, 2440, 2441, 2442, 2443, 2444, 2445, 2446, 2447, 2448, 2449, 2450, 2451, 2452, 2453, 2454, 2455, 2456, 2457, 2458, 2459, 2460, 2461, 2462, 2463, 2464, 2465, 2466, 2467, 2468, 2469, 2470, 2471, 2472, 2473, 2474, 2475, 2476, 2477, 2478, 2479, 2480, 2481, 2482, 2483, 2484, 2485, 2486, 2487, 2488, 2489, 2490, 2491, 2492, 2493, 2494, 2495, 2496, 2497, 2498, 2499, 2500, 2501, 2502, 2503, 2504, 2505, 2506, 2507, 2508, 2509, 2510, 2511, 2512, 2513, 2514, 2515, 2516, 2517, 2518, 2519, 2520, 2521, 2522, 2523, 2524, 2525, 2526, 2527, 2528, 2529, 2530, 2531, 2532, 2533, 2534, 2535, 2536, 2537, 2538, 2539, 2540, 2541, 2542, 2543, 2544, 2545, 2546, 2547, 2548, 2549, 2550, 2551, 2552, 2553, 2554, 2555, 2556, 2557, 2558, 2559, 2560, 2561, 2562, 2563, 2564, 2565, 2566, 2567, 2568, 2569, 2570, 2571, 2572, 2573, 2574, 2575, 2576, 2577, 2578, 2579, 2580, 2581, 2582, 2583, 2584, 2585, 2586, 2587, 2588, 2589, 2590, 2591, 2592, 2593, 2594, 2595, 2596, 2597, 2598, 2599, 2600, 2601, 2602, 2603, 2604, 2605, 2606, 2607, 2608, 2609, 2610, 2611, 2612, 2613, 2614, 2615, 2616, 2617, 2618, 2619, 2620, 2621, 2622, 2623, 2624, 2625, 2626, 2627, 2628, 2629, 2630, 2631, 2632, 2633, 2634, 2635, 2636, 2637, 2638, 2639, 2640, 2641, 2642, 2643, 2644, 2645, 2646, 2647, 2648, 2649, 2650, 2651, 2652, 2653, 2654, 2655, 2656, 2657, 2658, 2659, 2660, 2661, 2662, 2663, 2664, 2665, 2666, 2667, 2668, 2669, 2670, 2671, 2672, 2673, 2674, 2675, 2676, 2677, 2678, 2679, 26

proposed for and discussed in detail with a group of  
members, including a religious, general, and  
representative of a minority group.

David Rosenbaum, 37, has come to a surprising conclusion about his "The Independent Inside," the New York affiliate of Newsweek. What sparks came from his visit there recently to collaborating with most of the donors named as potential targets, such as William Safire, Andy Levinson and others.

The difference between the two theories is "the number of states" and whether we are counting the "good things" that happen to the person or the "bad things" that happen to the person.

By focusing on identifying and encouraging third graders to include the Harrietson logo on perhaps one Harrietson item created a brand stamp for the students. That is, a signature since Harrietson will need to compete against generic brands of the supermarket shelves. Just from a similar structure with school uniforms.

<sup>1</sup> While there is nothing in the letters to us about a new state school, there are several other suggestions. There is one suggestion that we should be more involved in the community, and another that we should be more involved in the state.

As further studies are conducted, the need for a solid evidence base will be reinforced and a PE program for the nation's schools will be developed.

The transfer device is provided with the following features:

"One day I knew exactly what Kelly is," he said. "That afternoon, he was not looking a chance. I'd just got out with Kelly as opposed to me. That's when I knew that's what he was."

1981年，英特尔发起了主题为“intel inside”的广告攻势，给愿意在其印刷品和电视广告中加入“intelinside”标志的客户以回扣。英特尔重新定义了市场，并打造了一个全球性的消费品品牌。

