

# Unveiling the Genius Mind: Exploring Strategic Planning, Management, and Practical Decision-Making in Unconventional Ways

**Dr. Valentyna Voronkova**

*Zaporizhzhia National University*

✉ Email: [valentinavoronkova236@gmail.com](mailto:valentinavoronkova236@gmail.com)

ORCID: <https://orcid.org/0000-0002-0719-1546>

**Dr. Vitalina Nikitenko**

*Zaporizhzhia National University*

✉ Email: [vitalina2006@ukr.net](mailto:vitalina2006@ukr.net)

ORCID: <https://orcid.org/0000-0001-9588-7836>

**Dr. Regina Andriukaitiene**

*Marijampole University of Applied Sciences*

✉ Email: [regina.andriukaitiene@gmail.com](mailto:regina.andriukaitiene@gmail.com)

ORCID: <https://orcid.org/0000-0002-0691-7333>

**Dr. Roman Oleksenko**

*Dmytro Motornyi Tavria state agrotechnological University*

✉ Email: [roman.xdsl@ukr.net](mailto:roman.xdsl@ukr.net)

ORCID: <https://orcid.org/0000-0002-2171-514X>

## Abstract

The focal point of this article revolves around delving into the strategic planning, management practices, and decision-making activities of business luminaries (such as Bill Gates, Andrew Grove, Steve Jobs) who were the pioneering stars of the contemporary technology realm. Drawing from an in-depth analysis of their three-decade experiences steering companies with a cumulative value of 1.5 trillion dollars—namely, Microsoft, Intel, and Apple—we have distilled five foundational principles that were consistently present in their strategic planning approaches. These principles not only empowered them to surpass competitors but also served as a guide for their unparalleled success. A shared attribute among these individuals was their adeptness at recognizing their weaknesses and orchestrating actions to counterbalance those shortcomings. They demonstrated a proclivity for enlisting executives who possessed

traits, habits, and competencies they themselves lacked. Yet, despite their astute awareness of their own strengths and limitations, B. Gates, E. Grove, and S. Jobs exhibited some degree of error in crafting the management blueprint for their companies' future—tasks that eventually landed on someone else's shoulders.

## Keywords

strategic planning of management geniuses, B. Gates, E. Grove, S. Jobs, management decision making

## Introduction

The concluding lessons gleaned from the remarkable strategists such as B. Gates, E. Grove, and S. Jobs include two important caveats:

1. „Personal Anchors”: While they can establish a robust foundation, they also have the potential to impose limitations.
2. Executives who “complement us” (bring added value to the team) play an instrumental role in our accomplishments. Nonetheless, it remains probable that they may not entirely step into our shoes as „replacement players.”

As underscored by Ph.D. Oleg Maltsev and Prof. Elizabeth Haas Edersheim, the dichotomy between political and business realms is evident (Centre for Criminology, 2021a). Business executives are chosen based on their aptitude to drive results for the company, which sharply contrasts with the political arena where choices are often guided by popular sentiment (they are chosen by the majority).

These remarkable individuals have achieved unparalleled success, serving as beacons from which one can glean insights on triumphing, market conquest, attaining remarkable achievements, assuming leadership in their fields, mastering decision-making, and becoming adept strategists. Their achievements unveil a set of shared conditions underpinning successful strategies—a convergence of realization, entrepreneurial spirit, cohesive approaches to professional conduct, and shrewd managerial decision-making.

Their acumen in charting strategic courses and cultivating robust organizational cultures has consistently yielded staggering profits for their companies. As the helm of Microsoft, Intel, and Apple transitions to new leadership, the onus lies on these successors to carve their distinctive trajectories towards future prosperity. This entails reorienting their organizations around core values, ushering in novel strategies, attracting fresh clienteles, establishing innovative business models, and even redefining the rules of engagement to outpace the precedents set by these extraordinary figures.

Research into strategy and decision-making in contemporary business is a vital and evolving field that holds great relevance in the fast-paced business world. In an age marked by technological advancements and global complexities, organizations must grapple with multifaceted challenges, necessitating effective strategic planning and decision-making. Contemporary academic discourse seeks to provide solutions (Jabbar et al., 2020; Klimek & Klimek, 2020; Netz et al., 2020; Pereira et al., 2019; Wieder & Ossimitz, 2015). Learning from the past and drawing insights from historical leaders and exceptional individuals who have achieved remarkable success in strategic planning is of paramount significance (Hlavatý & Ližbetín, 2021). Within this research, there is a focus on drawing insights from notable figures who have excelled in their strategic acumen.

The article highlights the remarkable achievements of three exceptional strategists: Bill Gates of Microsoft, Andy Grove of Intel, and Steve Jobs of Apple. These visionary leaders

assumed leadership roles in their respective companies in the 1990s and achieved extraordinary successes. Their experiences provide valuable insights into winning markets, achieving remarkable success, becoming industry leaders, mastering decision-making, and shaping strategic directions.

Bill Gates served as CEO of Microsoft from 1975 to 2000, overseeing the company's remarkable growth from humble beginnings to an annual revenue of \$11 billion. Intel, established on July 18, 1968, is an American company renowned for its development and manufacturing of electronic devices and computer components, including microprocessors, system logic sets (chipsets), for client computing systems and for data centers, FPGAs (Altera), chips for artificial intelligence systems (Mobileye, Nervana[en], Habana[en]), non-volatile memory. During its prime performance era, Intel dominated the microprocessor industry, leading in terms of both microprocessor revenues and profits. In addition to microprocessors, Intel also manufactures semiconductor components for industrial and networking applications. The primary revenue sources are concentrated in four key countries: the People's Republic of China (including Hong Kong), Singapore, the United States, and Taiwan. Intel's strategic ambition is to shape the future of technology, aiming to become the undisputed leader in the industry and unleash the full potential of data. Andy Grove assumed the role of Intel's CEO in 1987, overseeing the company's revenue growth to \$10 billion. Simultaneously, Apple, under the leadership of Steve Jobs, emerged as a dominant player in the personal computer and Internet markets (Yoffie & Cusumano, 2015).

The article underscores a common thread in the strategy formation and execution of these companies. Their strategies evolved over their careers, marked by numerous trials and errors. Their shared approach encompassed implementation, entrepreneurial spirit, uniform approaches to professional business, and strategic decision-making. Notably, the dynamic nature of business environments and diverse employee needs necessitates a conscious and adaptive approach to management, as highlighted by Dr. Oleg Maltsev and Prof. Elizabeth Haas Edersheim in the interview „History of business, management and technology” (Centre for Criminology, 2021b).

## Article Significance

Leadership is of scholarly interest to experts in many fields (Bakker et al., 2022; Brewer & Devnew, 2022; Duan et al., 2022; McCauley & Palus, 2020; Whyte et al., 2022). The significance of studying the actions of three exceptional CEOs and strategists - Gates, Grove, and Jobs - holds immense theoretical and practical value in the contemporary context. While we hold deep respect and admiration for these executives, it's important to acknowledge that none of them was immune to mistakes. They all encountered errors in both strategy formulation and execution. Instances included launching products that faltered or arrived late to the market, failing to meet expectations. All three exhibited moments of sluggishness and missed strategic opportunities, but having ample resources to recover later. Legal entanglements marked their leadership journeys. Each faced legal issues during their tenures, signing settlements with the U.S. Department of Justice or the Federal Trade Commission to curb monopolistic practices. Moreover, they confronted antitrust investigations on a global scale. Despite these challenges, we firmly contend that Gates, Grove, and Jobs stand as the most successful CEOs and strategists in the realm of high technology. Their ability to „not only solve problems quickly, but also to be very flexible, to look at changes in the market” underscores their prowess (Centre for Criminology, 2021b).

They were veritable masters of strategy and remarkably efficient organizers. They delineated long- and short-term objectives for their companies, crafting a trajectory for organizational triumph. Their leadership steered teams to unparalleled efficiency, establishing a dominant

presence that endured for a substantial duration.

Outlined below are five fundamental rules that expound on their strategic approach and its execution. These principles stand poised to guide leaders in any organization towards a confident march into the future (Yoffie & Cusumano, 2015):

1. Foresee forward, reckon backward.
2. Make big bets, but do not put the company on the line.
3. Foster platforms and ecosystems, beyond product focus.
4. Harness leverage and power - act according to the rules of judo and sumo.
5. Structure the company around your own anchor

Through adherence to these rules, Gates, Grove, and Jobs achieved unprecedented feats. As emphasized by the statement, „If we say that changes are necessary, we must carry algorithms with us. If we state that a series of changes must be implemented, new algorithms need development,” these luminaries spent their initial five years as CEOs crafting algorithms that translated vision into tangible reality (Centre for Criminology, 2021c). They displayed an uncanny ability to swiftly transform ideas into strategies and actions, preemptively meeting consumer demands, curtailing competitor advantages, and steering industry trends to their favor. High-tech markets, driven by network effects, are known to evolve rapidly, where a momentary decision can crown one as a victor and another as a vanquished. While Gates, Grove, and Jobs did take bold risks and didn't always secure victories, they exercised caution, seldom venturing into territories where losses were irrevocable. A calculated approach to timing and strategic investments across diverse projects enabled them to curb risks.

Industries steeped in technology necessitate a broader perspective that transcends individual products and corporate boundaries. The wisdom of Gates, Grove, and Jobs teaches us to strike equilibrium between producing excellent products and erecting industry-wide platforms (Gawer & Cusumano, 2015). While individual products can stand independently, the triumph of industry platforms hinges on collective innovation from various market players. Acquiring the capacity to implement the executive principles that guided Gates, Grove, and Jobs on tactical and organizational levels is crucial. Their strategies mirror judo and sumo tactics, leveraging against rivals. By exploiting competitors' strengths as vulnerabilities and harnessing their companies' extensive resources to overpower rivals, Gates, Grove, and Jobs demonstrated their prowess as remarkable tacticians.

Bill Gates constructed Microsoft based on his profound grasp of software; Andy Grove guided Intel towards large-scale production of intricate semiconductors through rigorous discipline and technological optimization; Apple's foundation rested on Steve Jobs' fixation with the elegance and simplicity of product design, coupled with user feedback. Additionally, all three persons recognized their own limitations and offset these by assembling adept teams, motivating others, and deeply contributing to the establishment of their organizational culture and values. Of particular interest is the avoidance of the errors made by these geniuses by their successors, or the mitigation of detrimental consequences for their companies' futures. Notably, the strategies employed by Mark Zuckerberg, Jeff Bezos, Larry Page, and Pony Ma were influenced by Gates, Grove, and Jobs (Yoffie & Cusumano, 2015).

This article's purpose is to delve into the experiences of these geniuses in strategic planning, management, and practical decision-making, using the companies led by B. Gates, E. Grove, and S. Jobs as illustrative examples. Such an exploration aims to cultivate exceptional strategists and proficient managers. B. Gates, E. Grove, and S. Jobs were the initial luminaries of business stardom in today's technology-driven world. Analyzing their three-decade tenure at the helms of Microsoft, Intel, and Apple, companies collectively valued at 1.5 trillion dollars, this study elucidates five fundamental rules pivotal to their strategic planning, rules that enabled them to surpass competitors who disregarded these principles.

These very rules played a pivotal role in enabling the iPhone to dethrone industrial giants Nokia and BlackBerry. They also empowered the relatively modest Microsoft to outshine behemoths like IBM, then guided the faltering Intel to triumph over Japanese, Korean, and

European competitors, securing its position as a world leader in the revolutionary domain of microprocessor production. Remarkably, Intel burgeoned from a financially strained company to one boasting a million-strong workforce. The insights provided by Dr. Oleg Maltsev and Prof. Elizabeth Haas Edersheim in their interview „History of business, management and technology” further underscore this trajectory of expansion. They underscore, „In 1850, the largest companies employed around 300 individuals. However, in today’s landscape, Amazon employs over 1,000,000 individuals, while Apple boasts more than 2,000,000 employees. And if we account for their partners, these figures become absolutely staggering” (Centre for Criminology, 2021b).

## Methodology

The research methodology involves employing analytical and synthetic approaches, abstracting and generalizing outcomes from scientific investigations. It incorporates historical and logical analyses, compares research findings, seeks correlations among subjects, models, and elements within the managerial paradigm of business. Utilizing the logic of transforming managerial concepts, the methodology includes constructing hypotheses, making inferences, and forming generalizations, aiming for absolute truth and enhancing a productive and rational research process. The approach emphasizes discarding incidental findings and embracing fundamental principles, fostering objectivity and utilizing systematic research methods. The study employed system analysis and synthesis methods, particularly suited for researching complex socio-technological systems like organizations. The synergetic approach, rooted in self-organization, involves identifying attractors and navigating bifurcation processes to address instability and uncertainty. Additionally, the Agile methodology, known for managing complexity, and a non-linear approach capable of analyzing organizations as intricate systems evolving amidst instability and information stochasticity were utilized.

The data-centric methodology, focusing on self-organization, was also applied. These methodologies offer valuable business intelligence and decision support for effective change management. The data-centric approach of INDUSTRY 5G for analyzing agile management governance structures in digital transformation involves techniques to gather, organize, document, and recycle crucial data encompassing strategies, actions, and events commonly generated during change management processes. This poses a challenge for stakeholders, particularly in visualizing, overseeing, and reapplying previously successful change management strategies, hindering the realization of enterprise agility and effective change management. Details like attributes, primary and foreign keys, data types, and constraints can be tailored (or user-defined) based on specific data requirements for strategic planning, management, and decision-making in the realm of innovative thinkers. This customization allows for tracking and analyzing changes and indicators of change.

The decision-making prowess exhibited by exceptional strategists assumes an axiomatic nature (Suppes, 2015), demanding continual study and rigorous real-world validation, rooted in praxeological-theoretical cognitive models. This progression renders such decisions akin to incontrovertible truths (Voronkova et al., 2020). The managerial decision-making process undertaken by contemporary strategists is regarded as an inherent ability, wherein subjects reflect upon their managerial activities. This reflection rests on steadfast patterns within the objective realm, encompassing society, ontology, existence, nature, economy, and business. The axiomatic approach to comprehending the planning strategies of managerial activities is realized by leveraging the axioms rooted in the experiences and practical insights of geniuses such as B. Gates, E. Grove, and S. Jobs. These axioms are fortified by substantiated conclusions, steeped in a robust conceptual framework that employs scientific and praxeological hermeneutics, alongside task-solving algorithms. Within this paradigm, algorithms represent

specialized modes, empowering managerial subjects to systematically resolve multifarious tasks hinging on the outcomes derived from preceding phases (Voronkova et al., 2021).

## Results

### **1. Lessons of B. Gates, E. Grove, C. Jobs for future generations**

Our objective is to glean insights into the pathways of becoming extraordinary strategists, to uncover the traits that render CEOs the most exemplary figures worldwide, and to delineate the foundational tenets of the management styles espoused by luminaries like B. Gates, E. Grove, and S. Jobs. By dissecting the experiences of these visionary thinkers and doers, one can acquire the acumen to be a proficient strategist and leader. Inherent in these exceptional leaders was an abundance of intellectual acumen, boundless energy, and unyielding determination to achieve their objectives. However, their mastery of running companies was a gradual evolution acquired through experience. Their individual backgrounds and passions were pivotal in shaping their strategic approaches to company management and entrepreneurship as a whole. These visionaries recognized that the technology sector pivots around expansive industry platforms rather than isolated innovations. Windows PC and the iPhone are paradigmatic examples—foundational products whose triumph hinges on garnering user and company support for supplementary products and services.

The proliferation of consumers and communication creators, referred to as „network effects” or „network externalities,” escalated costs due to escalating demand for a specific platform. This dynamic compelled high-tech business leaders to make rapid, intricate decisions amid an environment offering scant assurance for the future. Optimal choices often reaped rewards, while missteps bore dire repercussions (Nikitenko et al., 2021).

The improbable rise of the iPhone reshaping giants like Nokia and BlackBerry into inconspicuous players, Microsoft’s ascent from a modest Seattle-based enterprise to triumph over its chief client, the formerly most valuable company, IBM, and Intel’s transformation from a near-insolvent venture engaged in semiconductor memory production—dependent on IBM’s financial aid—into a market leader, all underscored the unpredictable trajectories these companies embarked upon (Yoffie & Cusumano, 2015).

### **2. Professional activities of B. Gates, E. Grove, S. Jobs**

Distinguishing themselves from each other, B. Gates, E. Grove, and S. Jobs exhibited unique interests and talents. Gates was driven by a fervor for software, Grove thrived on discipline, and Jobs was impassioned by design. These inclinations organically became their contributions to Microsoft, Intel, and Apple, molding each company’s organizational culture, shaping their achievements, and defining strategic trajectories. Amid an era of economic and business unpredictability, the leaders’ personal predilections served as primary focal points, steering their companies clear of organizational tumult—a form of systemic „drift,” harnessed by an „anchor”(Yoffie & Cusumano, 2015).

Yet, it’s essential to note that an „anchor” can serve as both an asset and a detriment. An „anchor” could hinder progress and make a ship more vulnerable, similar to how relying heavily on one approach might impede adaptation and responsiveness in a business context, because fleet anchored in place becomes more susceptible to adversity. This dynamic wasn’t lost on the three companies, as reliance on past success recipes didn’t necessarily guarantee future triumphs. Therefore, affording top managers the opportunity to become potential leaders or selecting successors from within the company’s ranks becomes crucial, forming a system that perpetually scrutinizes the market, anticipates trends, and crafts forward-looking

strategies in response (Oleksenko, 2020). In the words of Dr. Oleg Maltsev and Prof. Elizabeth Haas Edersheim, such a system „constantly analyzes the market, constantly monitors what is happening in the market, tries to make forecasts and tries to develop concepts in accordance with these forecasts about how the company could behave in certain market conditions in the future” (Centre for Criminology, 2021c).

The successful transition of an organization to its successor is a crucial aspect, but it’s important to understand that „complement” doesn’t signify „replace.” Steve Ballmer effectively complemented Bill Gates by focusing on employees and customers, while Gates concentrated on technology and strategy. Craig Barrett perfectly complemented Andy Grove; he managed manufacturing and operations while Grove oversaw strategy, marketing, and sales. Tim Cook’s collaboration with Steve Jobs was impressive; Cook handled supply chain, operations, and sales, while Jobs maintained a watchful eye on product and marketing. The absence of Ballmer, Barrett, and Cook would hinder comprehension of the accomplishments of Gates, Grove, and Jobs, and their successors struggled to entirely fill their roles as CEOs (Yoffie & Cusumano, 2015).

Gates, Grove, and Jobs emphasized internal corporate development and innovation to boost productivity. In contrast, Ballmer and Barrett pursued changes in their companies, often resorting to costly acquisitions that rarely yielded positive outcomes. Barrett spent \$12 billion during the Internet frenzy, leading to substantial write-offs. Ballmer invested \$7 billion to acquire NOKIA in an attempt to rescue WINDOWS-based smartphones. Tim Cook’s acquisition of the \$3 billion BEATS headset maker signaled his attempt to chart a new course (Yoffie & Cusumano, 2015). The lack of an analytical approach in some companies contributes to persistent issues in this marketing segment (Centre for Criminology, 2021c). The selection of successors shouldn’t be solely guided by team loyalty or tradition. Instead, successors should demonstrate a readiness to learn, adapt, and envision new possibilities. The ability to break away from the past when necessary and strive to create innovative products, services, and platforms is paramount (Strutton & Tran, 2020; see also Ahmed et al., 2020). Dr. Oleg Maltsev and Prof. Elizabeth Haas Edersheim underscore in their insightful discussion that management extends beyond financial considerations; an emphasis on improving people’s lives should underpin managerial approaches. Unfortunately, not all adopt this approach, which exacerbates challenges (Centre for Criminology, 2021b).

## Discussion

Effectively comprehending and overseeing geniuses or exceptional individuals necessitates a distinctive approach to strategic planning, management, and decision-making. It’s crucial to recognize that „geniuses” encompass a diverse range of individuals, such as talented scientists, artists, entrepreneurs, athletes, and others with unique abilities. Here are some facets of experience that can be beneficial when engaging with geniuses:

- **Identifying Talent:** The initial phase involves recognizing geniuses and discerning their distinctive abilities. This might necessitate specialized expertise and assessments to pinpoint the specific areas of their genius.
- **Strategic Planning:** A strategic blueprint should be formulated, centering on the cultivation and unleashing of the genius’s potential. This plan should encompass defined goals, a roadmap for achievement, and the requisite resources for successful implementation.
- **Support and Guidance:** Geniuses may require mentorship and support for the enhancement of their abilities. Establishing an environment conducive to their learning and growth is crucial.

- **Adaptable Strategy:** Geniuses exhibit unpredictability and frequently diverge from conventional norms and expectations. Maintaining an adaptable approach to management and planning is vital to accommodate their unique needs and working styles.
- **Fostering Collaboration:** Collaborating with other professionals and experts may be essential when working with geniuses. Successful management of geniuses frequently entails leveraging the perspectives and expertise of a diverse range of professionals.
- **Prioritizing Health and Wellbeing:** Geniuses, due to their exceptional abilities, may subject themselves to heightened stress and pressure. It is crucial to offer support and care for both their physical and psychological health.
- **Adaptation and Change Leadership:** The capabilities of geniuses may evolve with time. Effective strategic management involves readiness to adapt to shifts in their abilities and interests.
- **Ongoing Assessment:** Consistent monitoring and evaluation of progress are vital to ensure the attainment of goals.
- **Ethical Considerations and Accountability:** Geniuses should be instilled with a sense of responsibility and ethics aligned with their abilities, ensuring the utilization of their talents for the betterment of society.
- **Navigating management and strategic planning in the realm of geniuses demands a specialized comprehension of their needs, development, and the broader implications on society and the world.**

Bill Gates, Andy Grove, and Steve Jobs stand as renowned entrepreneurs and technology leaders who have made substantial contributions to the realms of computers, software, and consumer electronics. A concise overview of their contributions and achievements follows:

#### Bill Gates

- The originator and former CEO of Microsoft Corporation, a prominent global technology firm.
- He conceived the Microsoft Windows operating system and the Microsoft Office suite, both establishing standards in the PC domain.
- Bill Gates is acknowledged as one of the wealthiest individuals globally and an engaged philanthropist. Through the Bill and Melinda Gates Foundation, he has made substantial contributions to combat poverty, disease, and promote education.

#### Andy Grove

- Former CEO and Chairman of Intel Corporation, a key player in microprocessor manufacturing.
- A significant figure in advancing microelectronics and microprocessor technology, instrumental in propelling Intel to a global industry leadership position.
- Authored a pivotal book, „Only the Paranoid Survive,“ emphasizing the criticality of adapting and responding to change in the business landscape.

#### Steve Jobs

- Co-founder and former CEO of Apple Inc., the firm responsible for groundbreaking products like the iPhone, iPad, iPod, and Macintosh.
- Jobs played a pivotal role in shaping the design and user experience of Apple products, contributing to their widespread consumer appeal.
- He spearheaded the establishment of Apple Retail Stores and pioneered digital media services, including iTunes and the App Store.

These three entrepreneurs have significantly influenced the technology sector, reshaping the dynamics of our interaction with computers and electronics. Their fervor for innovation, entrepreneurial drive, and commitment to design excellence position them as enduring inspirations for many. Moreover, these three eminent experts have formulated distinct strategies and approaches for orchestrating the growth and advancement of their businesses and professional trajectories.



### Bill Gates

- Gates directed his efforts towards the development of software and operating systems, starting with Altair computers and ultimately founding Microsoft.
- His conviction was rooted in the belief that the future pivoted on software and its distribution for personal computers.
- Crafting an enduring vision, Gates aspired to realize „a computer on every desktop and in every home.
- „This vision not only became Microsoft’s overarching goal but also played a pivotal role in establishing the company’s dominance in the PC industry.
- In addition, Gates actively engaged in forming partnerships with other companies to extend the accessibility of Microsoft products, including MS-DOS and Windows, to a wider spectrum of computers.

### Andy Grove

- Grove prioritized innovation and technical prowess at Intel, guiding the company through the pivotal phase of microprocessor development, a crucial element in Intel’s triumph.
- He underscored the significance of strategic analysis and adaptability to the evolving landscape of the semiconductor industry. In his book „Only the Paranoid Survive,” Grove delves into the necessity for companies to anticipate unforeseen changes and reconsider their strategies.
- Competitiveness was another focal point for Grove, emphasizing how innovation serves as a linchpin for a company to maintain its industry-leading position.

### Steve Jobs

- Jobs gained recognition for his emphasis on design aesthetics and customer experience. He held the belief that products should not only serve a functional purpose but also be visually appealing and user-friendly.
- Viewing product development as an art form, Jobs placed a strong emphasis on creating revolutionary products, exemplified by the likes of the iPhone and iPad.
- Jobs adopted a strategy of overseeing all facets of product creation, encompassing both hardware and software, to guarantee uniformity and excellence in quality.

What united their strategic planning was an unwavering determination, a pioneering mindset, and a readiness to adjust to evolving market dynamics. Each has brought distinctive contributions to the industry, leaving an enduring impact on the realm of technology.

## Conclusions

B. Gates, E. Grove, and S. Jobs displayed unwavering determination, overcoming competition from Japanese, Korean, and European counterparts to establish global dominance in the cutting-edge field of microprocessors within a mere decade. These three pioneers were among the early visionaries and entrepreneurs who ventured into platform markets, delved into organizational strategy and history, and familiarized themselves with emerging technologies, novel business models, and nascent industries. Each of them felt the necessity to thoroughly dissect both their triumphs and missteps. B. Gates, E. Grove, and S. Jobs stand as the inaugural „business stars” in the contemporary realm of technology, building prosperous business ventures by adhering to the majority of these principles (Nikitenko et al., 2019).

As the 21st century progressed, a new generation of business leaders emerged, including Larry Page of Google, Mark Zuckerberg of Facebook, Jeff Bezos of Amazon, and Pony Ma of the Chinese internet firm Tencent. Upon examining the performance of this cadre of com-

panies, we've identified notable parallels in their approaches to strategy, management, and practical execution. These commonalities bolster our conviction that the five delineated rules offer a comprehensive guide to optimal practices in strategic planning and entrepreneurial implementation within the present-day landscape.

Google's initial objective was to structure the global information landscape, beginning with the improvement of a search engine. As time elapsed, it became evident that the realm of computing was undergoing a revolutionary transformation toward the „cloud.” This evolution seamlessly converged with Google's vision of itself as a universal provider of internet-based products and services, a venture sustained by revenue from advertising. We concur with Dr. Oleg Maltsev's assertion that analysts are tasked with processing all essential information and, at the primary level, formulating a conceptual framework for subsequent actions. The secondary level involves gathering both readily available and less accessible data. At the tertiary level, it's imperative to possess our own mechanism capable of shaping the desired market conditions to actualize our intended plans. In the classical model, these three tiers are the triad that unlocks solutions for market challenges, in essence, the keys to solving the equation (Centre for Criminology, 2021c).

## Declaration of Conflicting Interests

The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

## Funding

The author(s) received no financial support for the research, authorship, and/or publication of this article.

## References

- Ahmed, W., Najmi, A., & Ikram, M. (2020). Steering firm performance through innovative capabilities: A contingency approach to innovation management. *Technology in Society*, 63, 101385. <https://doi.org/10.1016/j.techsoc.2020.101385>
- Bakker, A. B., Hetland, J., Olsen, O. K., & Espevik, R. (2022). Daily transformational leadership: A source of inspiration for follower performance? *European Management Journal*. <https://doi.org/10.1016/j.emj.2022.04.004>
- Brewer, K. L., & Devnew, L. E. (2022). Developing responsible, self-aware management: An authentic leadership development program case study. *The International Journal of Management Education*, 20(3), 100697. <https://doi.org/10.1016/j.ijme.2022.100697>
- Centre for Criminology. (2021a, April 23). *Introduction to business theory and practice. Interview with Dr. Prof. Elisabeth Haas Edersheim* [Video]. YouTube. [https://www.youtube.com/watch?v=\\_INFdRO0rUI&t=4s](https://www.youtube.com/watch?v=_INFdRO0rUI&t=4s)
- Centre for Criminology. (2021b, April 27). *History of business, management and technology. Interview with Dr. Prof. Elisabeth Haas Edersheim*. [Video]. YouTube. [https://www.youtube.com/watch?v=cDoMl\\_doG7Y&t=5s](https://www.youtube.com/watch?v=cDoMl_doG7Y&t=5s)
- Centre for Criminology. (2021c, May 14). *This unknown marketing. Interview with Dr Prof Elisabeth Haas Edersheim* [Video]. YouTube. <https://www.youtube.com/watch?v=2ooUD-hQKDIQ>
- Duan, J., Ren, X., Liu, Z., & Riggio, R. E. (2022). Connecting the dots: How parental and

- current socioeconomic status shape individuals' transformational leadership. *Journal of Business Research*, 150, 51–58. <https://doi.org/10.1016/j.jbusres.2022.06.014>
- Gawer, A., & Cusumano, M. A. (2015). Business platforms. In *International Encyclopedia of the Social & Behavioral Sciences* (2nd ed., pp. 37–42). <https://doi.org/10.1016/b978-0-08-097086-8.73012-1>
- Jabbar, A., Akhtar, P., & Dani, S. (2020). Real-time big data processing for instantaneous marketing decisions: A problematization approach. *Industrial Marketing Management*, 90, 558–569. <https://doi.org/10.1016/j.indmarman.2019.09.001>
- Hlavatý, J., & Ližbetín, J. (2021). The use of the art of war ideas in the strategic decision-making of the company. *Transportation Research Procedia*, 55, 1273–1280. <https://doi.org/10.1016/j.trpro.2021.07.110>
- Klimek, J., & Klimek, J. (2020). IT and Data Mining in Decision-Making in the Organization. Education Management in the Culture of Late Modernity. *Procedia Computer Science*, 176, 1990–1999. <https://doi.org/10.1016/j.procs.2020.09.235>
- McCauley, C. D., & Palus, C. J. (2020). Developing the theory and practice of leadership development: A relational view. *Leadership Quarterly*, 101456. <https://doi.org/10.1016/j.leaqua.2020.101456>
- Netz, J., Svensson, M., & Brundin, E. (2020). Business disruptions and affective reactions: A strategy-as-practice perspective on fast strategic decision making. *Long Range Planning*, 53(5), 101910. <https://doi.org/10.1016/j.lrp.2019.101910>
- Nikitenko, V., Andriukaitiene, R., & Puchenko, O. (2019). Formation of sustainable digital economical concept: challenges, threats, priorities. *Humanities Studies*, 1(78), 140–153. <https://doi.org/10.26661/hst-2019-1-78-11>
- Nikitenko, V., Voronkova, V., Andriukaitiene, R., & Oleksenko, R. (2021). The crisis of the metaphysical foundations of human existence as a global problem of post-modernity and the ways of managerial solutions. *Propósitos Y Representaciones*, 9(1). <https://doi.org/10.20511/pyr2021.v9nsp1.928>
- Oleksenko, R. (2020). Position and role of modern economic education as the main megatrend of innovative development of Ukraine. *Humanities Studies*, 2(79), 169–181. <https://doi.org/10.26661/hst-2019-2-79-11>
- Pereira, V., Munjal, S., & Ishizaka, A. (2019). Outsourcing and offshoring decision making and its implications for businesses - A synthesis of research pursuing five pertinent questions. *Journal of Business Research*, 103, 348–355. <https://doi.org/10.1016/j.jbusres.2019.07.009>
- Strutton, D., & Tran, G. A. (2020). Think intersectionally, act innovatively. *Business Horizons*, 63(4), 565–572. <https://doi.org/10.1016/j.bushor.2020.03.015>
- Suppes, P. (2015). Axiomatic theories. In *International Encyclopedia of the Social & Behavioral Sciences* (2nd ed., pp. 338–344). <https://doi.org/10.1016/b978-0-08-097086-8.43012-6>
- Voronkova, V., Andriukaitiene, R., & Puchenko, O. (2020). The impact of technology on human life in the digital age of machines and its role in the development of society. In *Theory and practice: problems and prospects. Scientific articles*. (pp. 357–366). Lietuvos Sporto Universitetas.
- Voronkova, V. G., & Andriukaitiene, R. (2021, April 20–21). *Cifrovaya paradigma ekonomiki i upravleniya v usloviyah globalnoj transformacii* [Digital paradigm of economy and management in the context of global transformation] [Materials of conference]. All-Ukrainian Scientific and Practical Conference “Innovative Development of the Modern Economy: New Approaches and Current Research,” Ukraine.
- Voronkova, V., Nikitenko, V., Oleksenko, R., Cherep, O., & Andriukaitiene, R. (2021). Briki/ Digital paradigm of economy and management in the conditions of global human transformation. *Technology Transfer: Innovative Solutions in Social Sciences and Humanities*, 4, 37–40. <https://doi.org/10.21303/2613-5647.2021.001769>

- Wieder, B., & Ossimitz, M. (2015). The Impact of Business Intelligence on the Quality of Decision Making—A Mediation Model. *Procedia Computer Science*, 64, 1163–1171. <https://doi.org/10.1016/j.procs.2015.08.599>
- Whyte, J., Naderpajouh, N., Clegg, S., Matouš, P., Pollack, J., & Crawford, L. (2022). Project leadership: A research agenda for a changing world. *Project Leadership and Society*, 3, 100044. <https://doi.org/10.1016/j.plas.2022.100044>
- Yoffie, D. B., & Cusumano, M. A. (2015). *Strategy Rules: Five Timeless Lessons from Bill Gates, Andy Grove, and Steve Jobs*. Harper Collins.

## Author Biographies

**Valentyna Voronkova** is a Doctor of Philosophy (D.Sc.), Professor, Academician of the Academy of Higher Education of Ukraine, Head of the Department of Management of Organizations and Project Management, Engineering Educational and Scientific Institute Named after Y.M. Potebnya of Zaporizhzhia National University (Zaporizhzhia, Ukraine).

**Vitalina Nikitenko** is a Doctor of Philosophy (D.Sc.), Professor of the Department of Management and Administration, Engineering Educational and Scientific Institute Named after Y.M. Potebnya of Zaporizhzhia National University (Zaporizhzhia, Ukraine).

**Regina Andriukaitiene** is a Doctor PhD of social sciences, Head of the Department of Business and Economics, Associate Professor, Marijampole University of Applied Sciences (Marijampole, Lithuania), lecturer of Lithuanian Sports University (Kaunas, Lithuania).

**Roman Oleksenko** is a Doctor of Philosophy, Professor of Department of Management of Public Administration, Dmytro Motornyi Tavria state agrotechnological University (Zaporizhzhia, Ukraine).

This is an open access article distributed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International (CC BY-NC4.0) which allows reusers to distribute, remix, adapt, and build upon the material in any medium or format for non-commercial purposes only, and only so long as attribution is given to the creator.