



Stanford eCorner

Searching For an Advantage

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Video URL: <http://ecorner.stanford.edu/videos/1120/Searching-For-an-Advantage>

Every company looks for a fundamental advantage, but in reality there are none. Most large markets are designed to foster competition. The question that must be addressed is not how to create one single fundamental advantage for the company but rather ongoing advantages.



Transcript

The second thing has to do with a search for a fundamental advantage. And this is what everybody does. Every company is constantly looking for it. Every manager is asking you for it. If you're about to go see a venture capitalist, they're going to ask you really these top two questions. Now, you have to have good answers for them. I'm not suggesting that you don't try to answer these. I think the interesting thing is that, in fact, there are no fundamental advantages unless you have a monopoly or unless you have somehow curved out an airway that nobody else can get to. By and large, the majority of large markets are very supportive of competition. And the majority of your customers and the larger you become and the more relevant you become, are going to want to encourage more competition.

And so, there are no fundamental competitive advantages. So, the question for you is then how do you create ongoing advantages in your company.