

Cambridge University Press

978-0-521-81616-8 - Anytime, Anywhere: Entrepreneurship and the Creation of a Wireless World

Louis Galambos and Eric John Abrahamson

Frontmatter

[More information](#)

---

## Anytime, Anywhere

### *Entrepreneurship and the Creation of a Wireless World*

Wireless entrepreneurs are transforming the way people live and work around the globe. In the process they have created some of the fastest-growing companies on the planet. This book candidly tells the story of the birth and explosion of cellular and wireless communications by focusing on one of the industry's pioneers, Sam Ginn. As deregulation and privatization swept the globe, Ginn and his team at AirTouch Communications fought for and won licenses on several continents. They built an amazingly successful business using strategic partnerships and joint ventures. In the process, they demonstrated a new model for global entrepreneurship in a high-tech, information-based economy. The combination of AirTouch with Vodafone in 1999, and of Vodafone with Mannesmann in Europe in 2000, has created the largest wireless business in the world. Vodafone also formed a joint venture with Bell Atlantic to create Verizon Wireless in 2000, the largest wireless company in the United States.

Louis Galambos is Professor of History at Johns Hopkins University in Baltimore, Maryland, and editor of *The Papers of Dwight David Eisenhower*. He has written numerous books and articles on entrepreneurship, innovation, and regulation. He has co-authored books on pharmaceuticals, public policy, and telecommunications, including *Networks of Innovation* (Cambridge, 1995), *The Rise of the Corporate Commonwealth* (1990), and *The Fall of the Bell System* (Cambridge, 1986). He is president of the Business History Group.

Eric John Abrahamson is Principal Historian with The Prologue Group. He has written about telecommunications, banking, legal education, and regulation in California, including a 1994 study of the Pacific Telesis Group. His research at Johns Hopkins University has dealt with mobile telephony as well as the birth and management of customer service in the United States and Europe in the early twentieth century.

Cambridge University Press

978-0-521-81616-8 - Anytime, Anywhere: Entrepreneurship and the Creation of a  
Wireless World

Louis Galambos and Eric John Abrahamson

Frontmatter

[More information](#)

---

*Dedicated  
to our patient, wise, supportive, good-humored families*

Cambridge University Press

978-0-521-81616-8 - Anytime, Anywhere: Entrepreneurship and the Creation of a  
Wireless World

Louis Galambos and Eric John Abrahamson

Frontmatter

[More information](#)

# Anytime, Anywhere

*Entrepreneurship and the  
Creation of a Wireless World*

**Louis Galambos**

*Johns Hopkins University*

**Eric John Abrahamson**

*The Prologue Group*



**CAMBRIDGE**  
UNIVERSITY PRESS

Cambridge University Press

978-0-521-81616-8 - Anytime, Anywhere: Entrepreneurship and the Creation of a  
Wireless World

Louis Galambos and Eric John Abrahamson

Frontmatter

[More information](#)

**CAMBRIDGE**  
UNIVERSITY PRESS

32 Avenue of the Americas, New York NY 10013-2473, USA

Cambridge University Press is part of the University of Cambridge.

It furthers the University's mission by disseminating knowledge in the pursuit of  
education, learning and research at the highest international levels of excellence.

[www.cambridge.org](http://www.cambridge.org)

Information on this title: [www.cambridge.org/9780521816168](http://www.cambridge.org/9780521816168)

© Louis Galambos and Eric John Abrahamson 2002

This publication is in copyright. Subject to statutory exception  
and to the provisions of relevant collective licensing agreements,  
no reproduction of any part may take place without the written  
permission of Cambridge University Press.

First published 2002

First paperback edition 2011

*A catalogue record for this publication is available from the British Library*

ISBN 978-0-521-81616-8 Hardback

ISBN 978-0-521-39856-5 Paperback

Cambridge University Press has no responsibility for the persistence or accuracy of  
URLs for external or third-party internet websites referred to in this publication,  
and does not guarantee that any content on such websites is, or will remain, accurate  
or appropriate.

Cambridge University Press  
978-0-521-81616-8 - Anytime, Anywhere: Entrepreneurship and the Creation of a  
Wireless World  
Louis Galambos and Eric John Abrahamson  
Frontmatter  
[More information](#)

---

## Contents

<i>Acknowledgments</i>	<i>page vii</i>
1 The Race	1
2 Bell-heads	12
3 Birth of a Wireless World	23
4 Innovation amid Regulatory Chaos	34
5 California Miseries	41
6 Can They Be Entrepreneurs?	52
7 First Mover	62
8 Breaking with the Past	76
9 Innocents Abroad	81
10 Crisis at Home	95
11 Margaret Thatcher's Revolution	101
12 Deconstructing Culture while Reconstructing Leadership	108
13 A Digital Home Run	113
14 The Topaz Solution	130
15 Riptides of Reform	141
16 AirTouch	150
17 Competition from New Quarters	159
18 Battling Systems	174
19 The Wireless Explosion	183
20 Globalism Realized?	195

Cambridge University Press

978-0-521-81616-8 - Anytime, Anywhere: Entrepreneurship and the Creation of a  
Wireless World

Louis Galambos and Eric John Abrahamson

Frontmatter

[More information](#)

---

## Contents

21	A Surprising Long-Distance Call	200
22	Bidding for the Future of a Wireless World	214
23	The Meld	221
24	A Global Powerhouse	233
25	The Wireless World	246
	<i>Notes</i>	263
	<i>Index</i>	301

Cambridge University Press

978-0-521-81616-8 - Anytime, Anywhere: Entrepreneurship and the Creation of a Wireless World

Louis Galambos and Eric John Abrahamson

Frontmatter

[More information](#)

---

## Acknowledgments

Any history that covers a major industry in the global economy depends on the favors of many individuals and institutions scattered across various continents. We conducted more than a hundred interviews for this work, talking to current and former employees and executives from AT&T, Pacific Telesis Group, AirTouch, Communications Industries, Mannesmann, Europolitan, and Vodafone Group, as well as staff and commissioners at the California Public Utilities Commission. We thank all of the people who took time to talk to us and provide information and insights that were invaluable in developing our narrative. In alphabetical order, they are Robert Barada, Michael Boskin, Charles Brown, John Bryson, Mike Caldwell, C. Lee Cox, Robert Dalenberg, Amy Damianakes, Carl Danner, Virginia Dwyer, Patricia Eckert, Thomas Ehler, William Ellinghaus, F. Craig Farrill, Chris Gent, Ann Ginn, Myra Ginn, Sam Ginn, Sy Graff, Annelie Green, Mohan Gyani, Mark Hickey, Brenda Hooks, John Hulse, Thomas Isakson, Dwight Jasmann, Craig Jorgens, Keith Kaczmarek, William Keever, Terry Kramer, Barry Lewis, Craig McCaw, James McCraney, Erhart Meixner, Michael Miron, Jan Neels, Clayton Niles, Paul Popenoe, Phil Quigley, Kathleen Reinhart, Barbara Riker, Arthur Rock, Arun Sarin, George Schmitt, George Shultz, Cindy Silva, Don Sledge, Robert Smelik, Tommy Sundstrom, Vern Tyerman, April Walden, and Erik Young. A special acknowledgment goes to Erhart Meixner, who twice exceeded the reasonable requests of authors and went out of his way to assist our cause.

Many people also helped by reading some or all of the manuscript and offering suggestions. We thank for their time and their ideas all of the following: Reed Abrahamson, Glenn Bugos, Mike Caldwell, Amy Damianakes,

Cambridge University Press

978-0-521-81616-8 - Anytime, Anywhere: Entrepreneurship and the Creation of a Wireless World

Louis Galambos and Eric John Abrahamson

Frontmatter

[More information](#)

---

### Acknowledgments

Patricia Eckert, Melanie Fannin, Sam Ginn, Erhart Meixner, Jan Neels, Clayton Niles, Arun Sarin, George Schmitt, and Eric Schuster. Thanks also to the anonymous readers at Cambridge University Press who provided a number of constructive ideas.

Our editor at Cambridge, Frank Smith, performed brilliantly, as usual, and we are also deeply indebted to Cathy Felgar and Barbara Chin, both of whom helped shepherd our book through the Press and into the hands of our readers. We are grateful as well to Helen Rees, our agent, for all of her efforts on our behalf.

Some of the primary material used to tell this story was developed on a project for Pacific Telesis Group in the early 1990s, a study that focused on the breakup of the Bell System in the context of California regulatory politics. Our thanks to SBC Corporation and its chairman Ed Whitacre for allowing us to draw on that study as we did the research for the present manuscript. Marjorie Wilkins was a co-author on the project for Pacific Telesis, and her advice and encouragement on this present undertaking were much appreciated. Thanks also to her partner, Joyce Vollmer, who helped brainstorm ideas when we were just getting underway.

We received absolutely essential support from AirTouch, where Mark Hickey championed and guided this project over a number of years. Corporate Librarian Deena Karadesh helped us track down industry materials and Archivist Tracey Panek ensured that the record of AirTouch's development was kept intact and made available to us. She also saw to it that we were able to use the interviews she had conducted. All of our visits to AirTouch were handled by Gerry Garber, the organizational whiz in Sam Ginn's office, who assisted us in gaining access to the people and materials we needed, when we needed them.

Sam Ginn gave us all the help we needed while leaving in our hands and minds all of the important interpretive questions raised by this study. He took part in numerous interviews and gave us uncensored access to his personal papers. He made it possible for us to interview most of the other busy entrepreneurs, executives, and officials who played important roles in the history of the wireless industry. Like his mentor Charlie Brown, Sam Ginn's only demand on the authors was that we write an accurate history, warts and all, of these important and exciting events.

At Johns Hopkins University, we had the enthusiastic support of Elizabeth Kafig, who kept us from making numerous errors as the project evolved. She was ably supported by Mary Butler Davies, Jill Friedman, and Sharon Widomski, the master organizer of the Department of History at Hopkins. Two departmental chairs, professors John Russell-Wood and



Cambridge University Press

978-0-521-81616-8 - Anytime, Anywhere: Entrepreneurship and the Creation of a Wireless World

Louis Galambos and Eric John Abrahamson

Frontmatter

[More information](#)

---

### Acknowledgments

Gaby Spiegel, were helpful throughout our labors, as were various persons at the Milton S. Eisenhower Library. We also thank the numerous participants in the seminars on innovation conducted at Hopkins by the Institute for Applied Economics and the Study of Business Enterprise; they helped us improve our understanding of entrepreneurship in its global setting.

In the American heartland, the staff of the Rapid City (South Dakota) Public Library – especially interlibrary loan ace Jason Walker – helped erase the liabilities of distance while Craig Chapman superbly transcribed all of our interviews and generated stacks of background research. Ernie Grafe created tables and charts, critiqued the manuscript, and prepared the index. Zachary Abrahamson helped compile research and proofed pages. Neil Chamberlain good-naturedly corrected many technical gaffes and shared a fascination for the wireless industry. We also thank Motorola for providing access to its corporate archives. Further west, Eric received refuge and square meals from Joanne and Tony Smith, who enabled him to have easy access to the libraries at Stanford University and archives in San Francisco.

Both of us are indebted to our colleagues at the Business History Group and The Prologue Group. William and Ruth Anne Becker provided encouragement and made sure the bills got paid. Glenn Bugos's insights were always to the point and constructive; his sense of humor kept things in perspective.

Our families, to whom we have dedicated this book, put up with incessant phone calls, e-mail messages, trips, complaints about impossible co-authors, and above all, the vacant stares that normally await those forced to live with writers. We deeply appreciate their patience and wisdom.

Cambridge University Press

978-0-521-81616-8 - Anytime, Anywhere: Entrepreneurship and the Creation of a  
Wireless World

Louis Galambos and Eric John Abrahamson

Frontmatter

[More information](#)

---

## Photo Credits

PAGE

- 3 Motorola Archives, © 2001 Motorola, Inc.  
8 Peter Nuding. Courtesy of Sam Ginn.  
54 Illustration by Michael Witte.  
63 EricMillette.com.  
87 Courtesy of Sam Ginn.  
125 AirTouch Archives.  
142 Brant Ward. *San Francisco Chronicle*.  
201 Robin Weiner. *San Francisco Chronicle*.