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tech strategy, Gawer and Cisco
Cusumano focus on Intel,
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DoCoMo, and supporters of the
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how ...

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way. Now platform wannabes
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Published 2003. Engineering, Economics. Innovation. Review (s) of: Platform Leadership: How Intel,

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Microsoft, and Cisco Drive Industry Innovation, by Annabelle Gawer and Michael A. Cusumano (2002), Boston, MA: Harvard Business School Press, ISBN 1-57851-514-9, pages xiv+305, US\$29.95. Includes footnotes.

[PDF] Platform Leadership: How Intel, Microsoft, and Cisco ...

In "Platform Leadership", high-tech strategy experts Annabelle Gawer and Michael A. Cusumano reveal how Intel, Microsoft, and Cisco, as well as companies including Palm and NTT DoCoMo, have orchestrated industry innovations to support their products - and, in the process, established dominant market positions. Based on these in-depth case studies and on incisive analysis, the authors present their

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succeed in moulding your product
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creation of IAL coincided with the moment that 'platform leadership' became an explicit goal at Intel.

The role of IAL was defined as spreading out the market for Intel's high-end microprocessors and to act as a catalyst for innovation in the industry. IAL got involved in three key areas—driving architectural progress on the PCs,

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Platform leader Intel counts as complementors every company that has adopted the Windows-Intel platform for the PC and makes or sells PC hardware and peripherals (for example, Dell and Lexmark) as well as 5 million software developers who make applications (for example, Microsoft and Adobe) and networking or systems software

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The Elements of Platform Leadership

The focus of our initial work was on how Intel, Microsoft, Cisco and other companies had been able to drive industry innovation and sustain positions of platform leadership. Read the Full Article
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How Companies Become Platform Leaders

in the case of Intel ' s microprocessors, Microsoft ' s windows operating systems or even Searle ' s Nutrisweet, the platform leader ' s offerings become an integral if not dominant part of the designs within the

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industry's —complementary “
product lines thereby bringing the
platform leader large amounts of
predictable revenues.

Journal of Strategic Management

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are attempting to do so--and
proposes a framework that other
businesses can use to

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Platform Leadership How

This insightful book looks at how companies build a businesses on "network effects". The key case studies are MS, Intel and Cisco. If I had to summarize this book in 1 sentence: build a platform and a business model where multiple companies can add value and be profitable (constellation of ISVs, VARs and Service Providers).

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Intel, Microsoft, IBM

Technologists Elected to Si2 ...

Unlike Intel, Microsoft became a platform leader by making its own complementary products. It has also moved aggressively to integrate into the platform features that were once sold as standalone products by

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