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**Platform Leadership How Intel  
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Platform Leadership, by Annabelle Gawer and Michael A. Cusumano, examines how a handful of firms has

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maximized this position--or are attempting to do so--and proposes a framework that other businesses can use to establish similar game plans. Combining original research with analysis that draws upon their experiences as professors specializing in high-tech strategy, Gawer and Cusumano focus on Intel, Microsoft,

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Cisco, Palm, NTT DoCoMo, and  
supporters of the Linux operating  
system to show how ...

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Platform Leadership: How Intel, Microsoft, and Cisco Drive Industry Innovation. Based on lessons from successful high-technology platform leaders, this book explains the dynamics of these highly complex and interconnected processes and partnerships.

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Review(s) of: Platform Leadership: How Intel, 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.

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Intel's transition from a simple  
component maker, supplying  
microprocessors for system  
architectures to a major source of  
influence in the evolution of PC

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architecture and subsequently its rise as the platform leader is truly awe-inspiring. Its story is the only

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In Platform Leadership, high-tech strategy experts Annabelle Gawer and Michael A. Cusumano reveal how Intel,

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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 Four Levers Framework for

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designing and implementing a  
successful platform strategy-or for ...

**Platform Leadership: How Intel,  
Microsoft, and Cisco Drive ...**

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

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of platform leadership. We identified four “levers” or mechanisms through which successful platform leaders were able to “architect” or influence external innovation.

## **How Companies Become Platform Leaders**

Platform leader Intel counts as



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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 (Microsoft, Red Hat and Netscape).

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## **The Elements of Platform Leadership**

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 industry's

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—complementary” product lines thereby  
bringing the platform leader large  
amounts of predictable revenues.

**Journal of Strategic Management ...  
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How Intel, Microsoft and Cisco Drive  
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## **Platform Leadership: How Intel, Microsoft and Cisco Drive ...**

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

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multiple companies can add value and be profitable (constellation of ISVs, VARs and Service Providers).

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(2003). Platform Leadership: How Intel, Microsoft, and Cisco Drive Industry Innovation. Innovation: Vol. 5, No. 1, pp. 91-94.

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Cusumano focus on Intel, Microsoft, Cisco, Palm, NTT DoCoMo, and supporters of the Linux operating system to show how ...

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explains the dynamics of these highly complex and interconnected processes and partnerships. It provides a study of how companies successfully become platform leaders - companies whose products provide the basic technological architecture on which other products and systems are built (such as the microprocessor and Windows Operating

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Professional and Regional Director by  
Microsoft Corporation. Janakiram is an  
Intel Software Innovator, an award given  
by Intel for community contributions ...

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## **Azure Arc - Extending Microsoft Cloud Services To Data ...**

Microsoft will roll out the updates through the end of the year. Project Oakdale, a built-in low-code data platform designed for Teams, lets users build applications within the collaboration platform that can connect

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to enterprise data sets. The capability is  
now in public review and will roll out  
later this year.

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