Digital Platforms: Industry Dynamics and Business Strategies

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What are industry platforms?

- Industry platforms are technological building blocks (that can be technologies, products, or services) that act as a foundation on top of which an array of firms, organized in a set of interdependent firms (sometimes called an industry “ecosystem”), develop a set of inter-related products, technologies and services (Gawer, 2009)

- Examples:
  - The iPhone
  - The Internet
  - The Win-Tel platform for computing
  - Video games
  - Mobile phone Operating Systems
Platforms Examples

- Facebook
- Google
- iPhone
- Windows OS
Platforms: not only digital ones ...

- Platform dynamics have appeared in many industries:
  - Computers; Internet; Telecommunications; Electronic payment; Media; Consumer electronics
  - Transportation (airlines, package delivery, fuel cell-powered cars)
  - Retailing (shopping malls, barcodes)
  - Energy: electric power grid
  - Biology: genomics, biotech

- These industries share common features:
  - Complex technological systems
  - Fast evolution of technology
  - Importance of interoperability and integration
  - Require collaboration among several firms
Some of my publications on digital platforms

PLATFORM LEADERSHIP
HOW INTEL, MICROSOFT, AND CISCO DRIVE INDUSTRY INNOVATION
ANNABELLE GAWER & MICHAEL A. CUSSUMANO
HARVARD BUSINESS SCHOOL PRESS

Digital Competition
Hitotsubashi Business Review

Platforms, Markets and Innovation
EDITED BY
Annabelle Gawer
A Gawer’s contribution to the study of platforms

**Books**

**Articles**

**Book chapters**
New Book: **Platforms, Markets and Innovation**

- First book examining different facets of the platform phenomenon, from different academic disciplines, empirics from a variety of industries
- 24 contributors, from 19 universities, 7 countries, 3 continents

**CONTENT of the Book**

I. Platforms, Markets and Innovation: An Introduction  
   - Gawer

**Part 1: PLATFORMS: OVERVIEW**

II. The Architecture of Platforms: A Unified View  
    - Baldwin & Woodard

III. Platform Dynamics and Strategies  
    - Gawer

IV. The Role of Services in Platform Markets  
    - Suarez & Cusumano

V. The Economics of Platform-Based Start-Ups  
    - Evans
Content of the book (ct’d)

Part 2  PLATFORMS: OPEN, CLOSED, AND GOVERNANCE ISSUES

VI. Opening Platforms: How, When and Why?  
VII. Platforms Rules: Multi-Sided Platforms as Regulators  
VIII. Protecting or Diffusing a Technology Platform:  
IX. Open Platform Development and the Commercial Internet

Eisenmann, Parker, Van Alstyne  
Boudreau, Hagiu  
Schilling  
Greenstein

Part 3  PLATFORMS: MANAGEMENT, DESIGN, AND KNOWLEDGE ISSUES

X. Outsourcing of Tasks and Outsourcing of Assets: Evidence from Automotive Supplier Parks in Brazil

XI. Platforms for the Design of Platforms

XII. Design Rules for Platform Leaders

XIII. Detecting Errors Early: Problem-Solving in Product Platform Projects

XIV. The Effect of Technological Platforms on the International Division of Labor

Sako  
Le Masson, Weil, Hatchuel,  
Brusoni, Prencipe  
Yakob, Tell  
Tatsumoto, Ogawa, Fujimoto