

ADVANCES IN STRATEGIC MANAGEMENT VOLUME 37

# ENTREPRENEURSHIP, INNOVATION, AND PLATFORMS

EDITED BY

**JEFFREY FURMAN**

*Boston University, Boston, MA, USA*

**ANNABELLE GAWER**

*University of Surrey, Guildford, UK*

**BRIAN S. SILVERMAN**

*University of Toronto, Toronto, ON, Canada*

**SCOTT STERN**

*Massachusetts Institute of Technology,  
Cambridge, MA, USA*



emerald  
PUBLISHING

United Kingdom – North America – Japan  
India – Malaysia – China

# CONTENTS

LIST OF CONTRIBUTORS vii

INTRODUCTION: ENTREPRENEURSHIP, INNOVATION,  
AND PLATFORMS ix

## PART I ENTREPRENEURSHIP AND ENTRANT–INCUMBENT DYNAMICS

NEGOTIATING FOR THE MARKET  
*Joshua S. Gans* 3

INNOVATION POLICIES  
*Ramana Nanda and Matthew Rhodes-Kropf* 37

NUANCED ROLE OF RELEVANT PRIOR EXPERIENCE:  
SALES TAKEOFF OF DISRUPTIVE PRODUCTS AND  
PRODUCT INNOVATION WITH DISRUPTED  
TECHNOLOGY IN INDUSTRIAL ROBOTICS  
*Raja Roy and Mazhar Islam* 81

## PART II MANAGEMENT OF INNOVATION IN LARGE FIRMS

STRUCTURAL VERSUS EXPERIENCED COMPLEXITY:  
A NEW PERSPECTIVE ON THE RELATIONSHIP  
BETWEEN ORGANIZATIONAL COMPLEXITY AND  
INNOVATION  
*Maya Cara, Julian Birkinshaw and Suzanne Heywood* 115

NETWORK STABILITY, NETWORK EXTERNALITIES,  
AND TECHNOLOGY ADOPTION  
*Catherine Tucker* 151

|                                                                                               |     |
|-----------------------------------------------------------------------------------------------|-----|
| PLATFORMS, OPEN/USER INNOVATION, AND ECOSYSTEMS: A STRATEGIC LEADERSHIP PERSPECTIVE           |     |
| <i>Elizabeth J. Altman and Michael L. Tushman</i>                                             | 177 |
| <b>PART III</b>                                                                               |     |
| <b>PLATFORM-BASED COMPETITION</b>                                                             |     |
| DYNAMIC CAPABILITIES AND (DIGITAL) PLATFORM LIFECYCLES                                        |     |
| <i>David J. Teece</i>                                                                         | 211 |
| PLATFORM BOUNDARY CHOICES & GOVERNANCE: OPENING-UP WHILE STILL COORDINATING AND ORCHESTRATING |     |
| <i>Kevin J. Boudreau</i>                                                                      | 227 |
| AMAZON WARRIOR: HOW A PLATFORM CAN RESTRUCTURE INDUSTRY POWER AND ECOLOGY                     |     |
| <i>Henrich R. Greve and Seo Yeon Song</i>                                                     | 299 |
| OPEN SOURCE PLATFORMS BEYOND SOFTWARE: FROM ICT TO BIOTECHNOLOGY                              |     |
| <i>Joel West</i>                                                                              | 337 |
| INDEX                                                                                         | 369 |