



School of Business
Yonsei University

Creative Leadership

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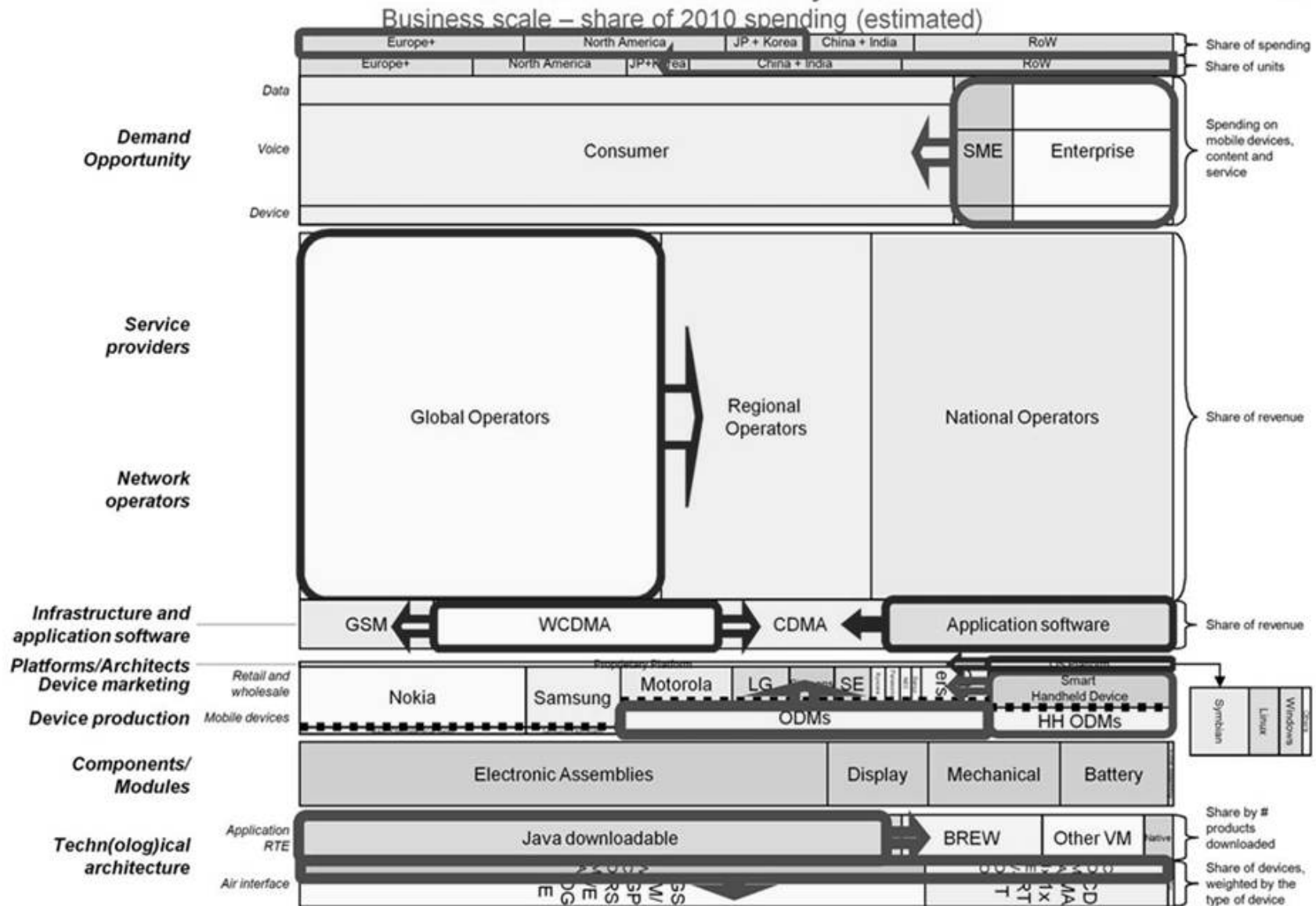
Assistant Professor

Operations and Technology Management

Case: Google Android

- Exercise:
 - Please come up with a diagram that shows the structure of the industry. How would you describe wireless industry depicted in the case?
 - Try to include all the key stakeholders(players) in it.
 - Please use the “large-size paper” for drawing the figure – please practice on your notepad before you draw it on the post-it. ONLY ONE paper will be allowed.
 - Give a short presentation of your diagram (2-3 minutes).

Mobile Business Ecosystem



Platform Strategy (Leadership)

- Platform is.....*an evolving system made of interdependent pieces that can each be innovated upon* (from Gawer & Cusumano, 2002)
 - Made possible by
 - 1) increasing interdependency of products and services &
 - 2) increasing ability to innovate by more actors in the high-tech world
- Main strategic issues
 - Managing the evolution and integrity of the platform
 - Market leadership in platform environments

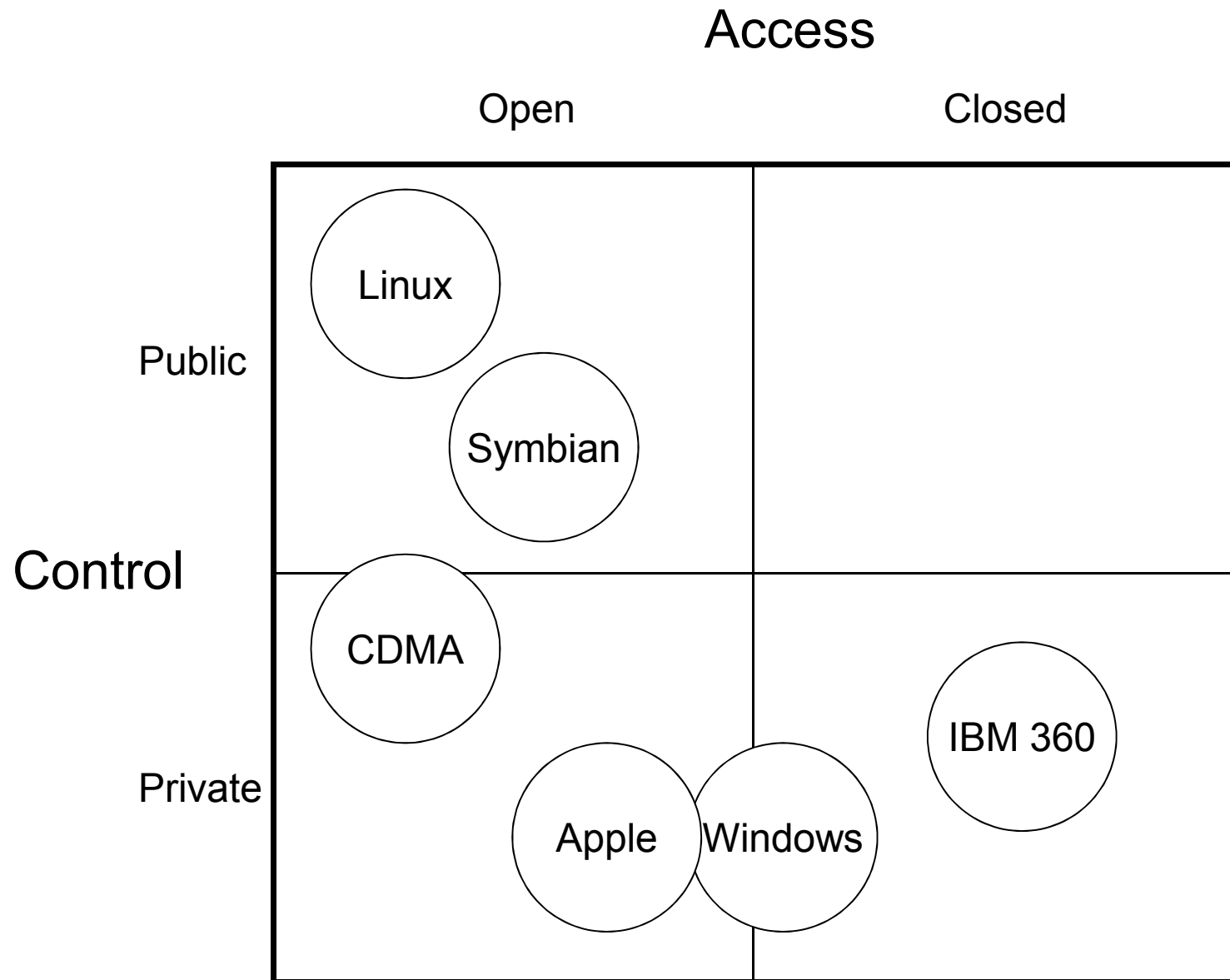
Four Levers of Platform Leadership

- **Scope of the firm**: What to do inside the firm, and what to let external firms do
- **Product technology**: Make decisions on system architecture (the degree of modularity), interfaces (the degree of platform openness), intellectual property (what information on architecture to close or open)
- **Relationship with external complementors**: How collaborative or competitive should relationship with the complementors
- **Internal organization**: How to organize the firm to support the above three levers

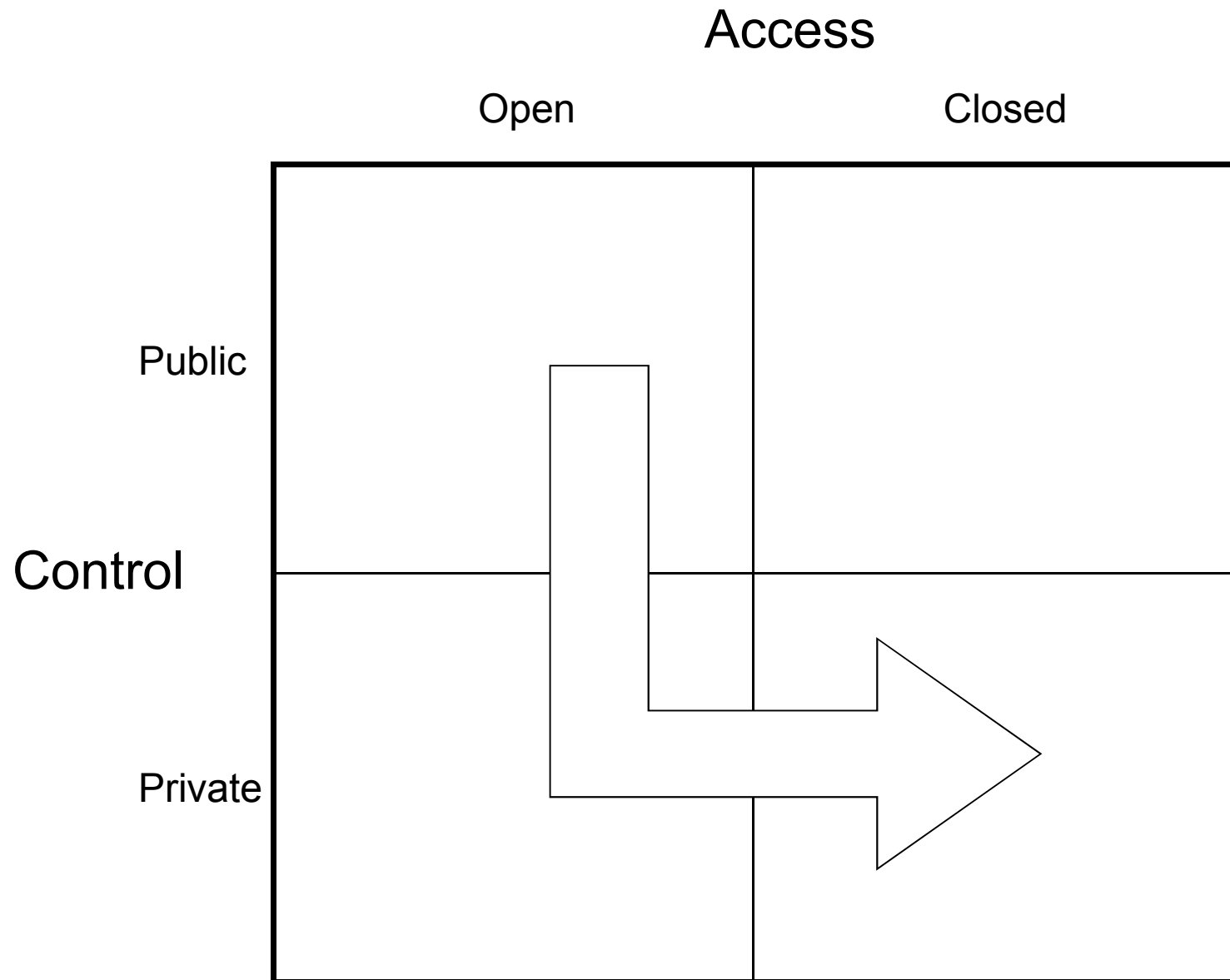
Different kinds of platform technology

		Access	
		Open	Closed
Control	Public	Details are open to the public, and not a proprietary platform E.g.) Internet platform (TCP/IP, HTML)	Details are closed but the government has the control E.g.) Cryptography
	Private	Details are open to the public, but the owner has the control over the change of the contents E.g.) Nintendo, Palm OS	Technology often is the industry leader (not always). Details are hidden and the owner has the full control. E.g.) IBM 360, Landmark graphics

Different kinds of platforms

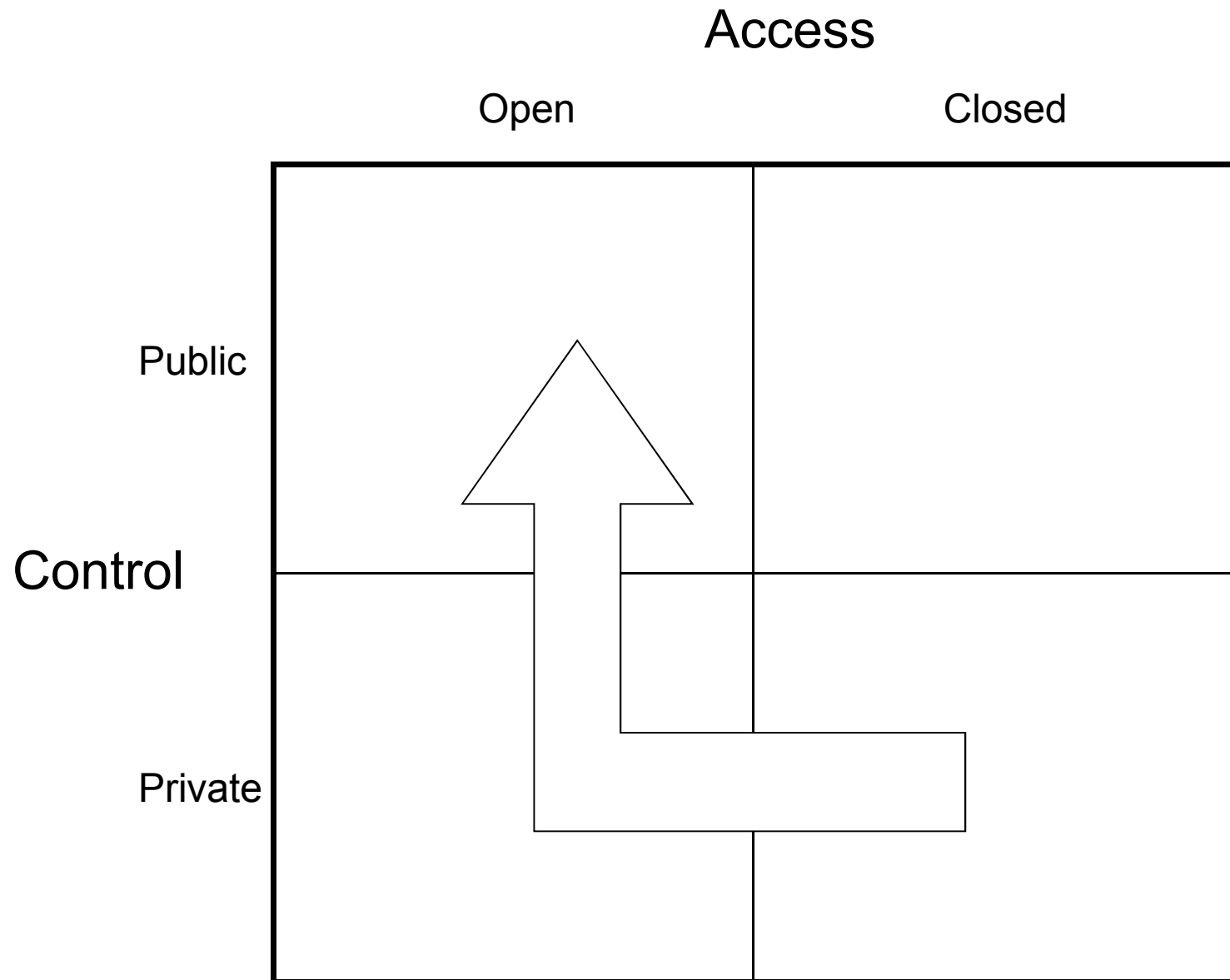


What do producers prefer?



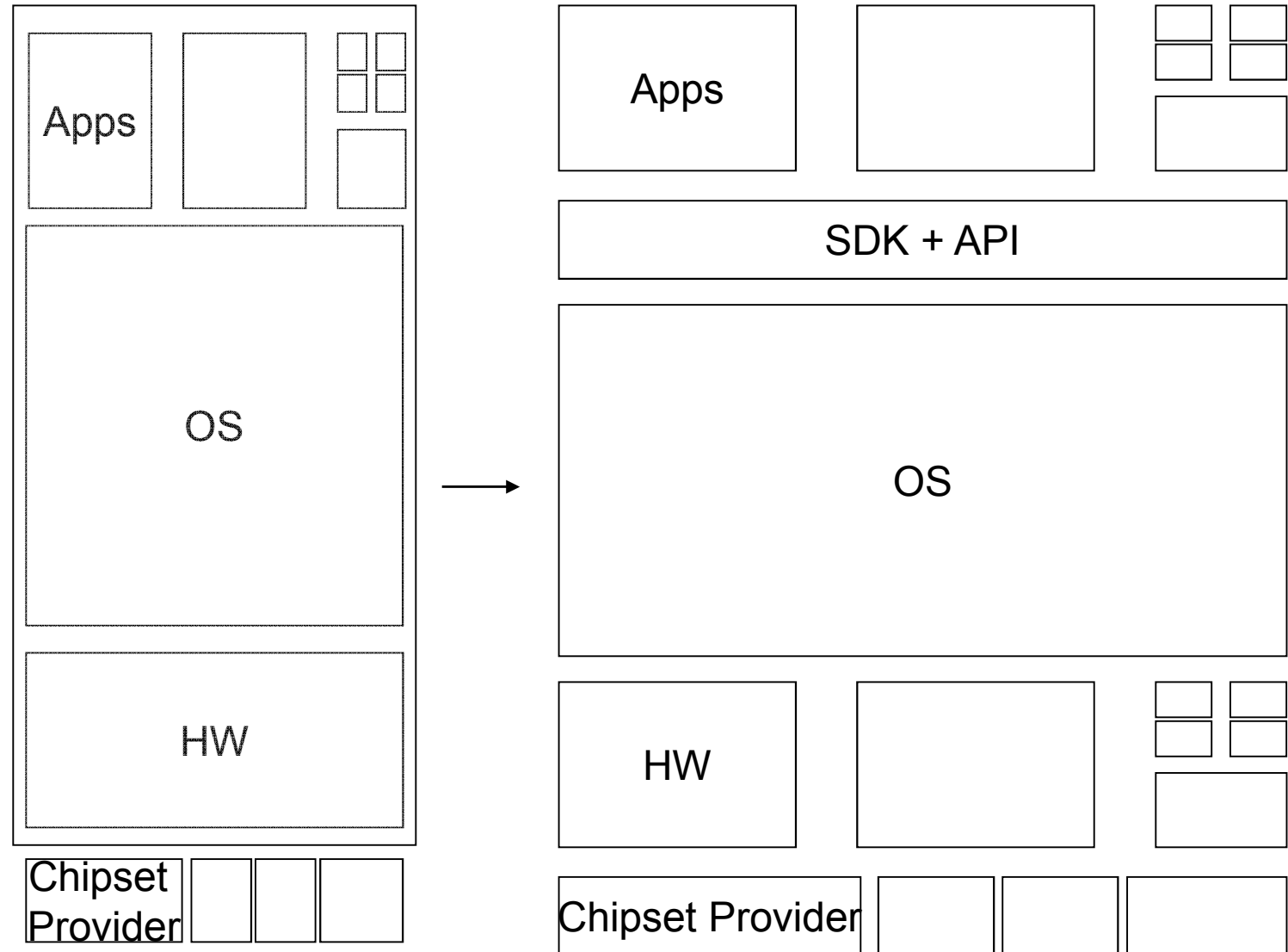
Source: MIT's Tech Strategy Course by Rebecca Henderson

What do consumers prefer?



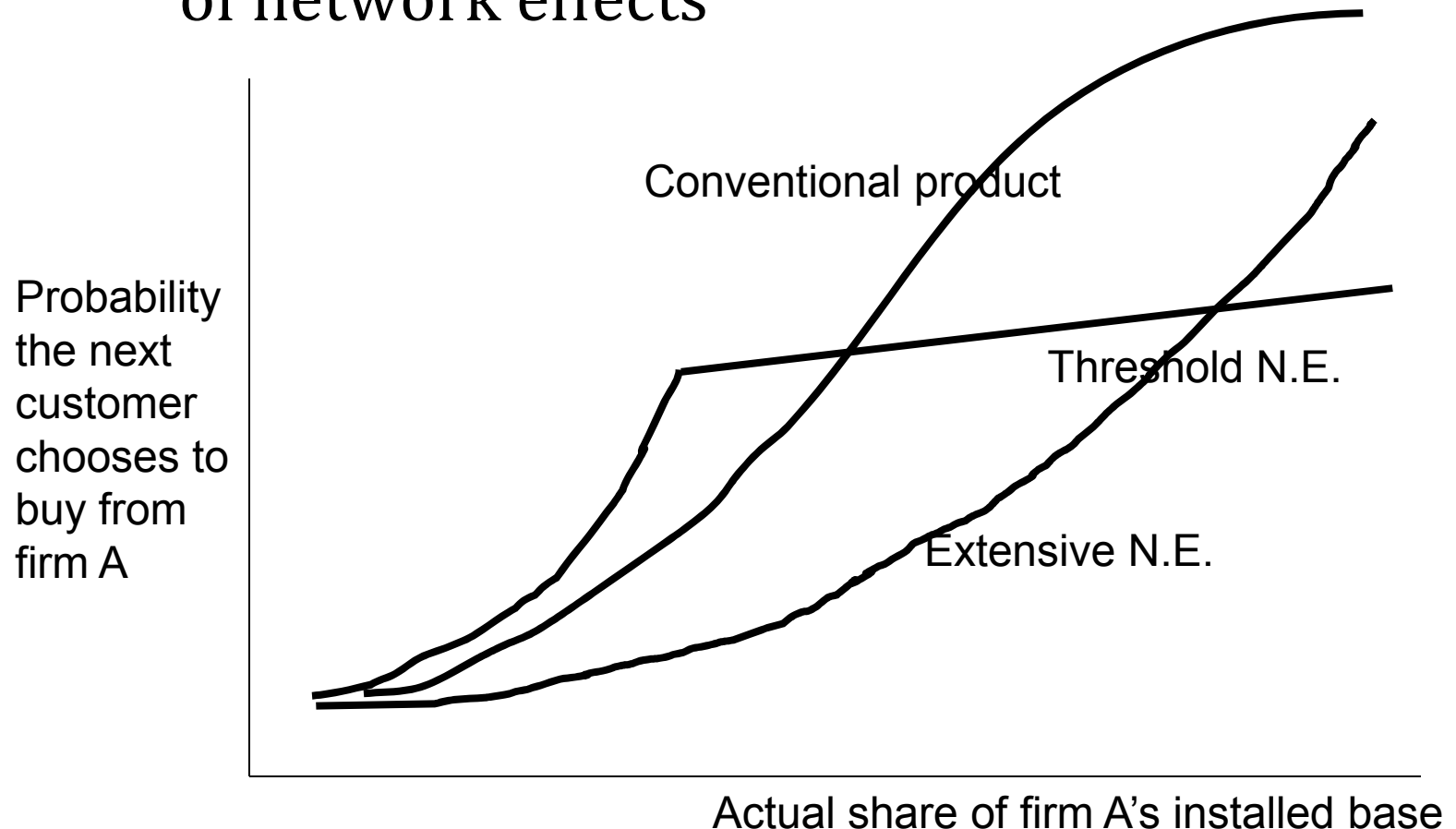
Source: MIT's Tech Strategy Course by Rebecca Henderson

Is this easy?



Do network effects matter?

- What is network effects?
- Tipping dynamics differ with the strength of network effects



Creative Leaders

- Understanding the traps in technology strategy formulation and execution
 - Cognitive and action inertia
- Developing and implementing a successful platform strategy
 - Understanding the architecture of the technology
 - Understanding the structure of the market and the platform structure

Creative Leaders

- Drawing on the right minds
 - Tap ideas from all ranks
 - Encourage and enable collaboration
 - Open the organization to diverse perspectives
(Multiple perspectives, multiple identities)
- Bringing process in carefully
 - Map the phases of creative works
 - Manage the commercialization hand-offs
- Motivating people
 - Provide intellectual challenge
 - Allow people to pursue their passion
 - Be an appreciative audience
 - Embrace the possibility of failure
 - Provide the setting for good work (technically excellent, meaningful, and engaging)