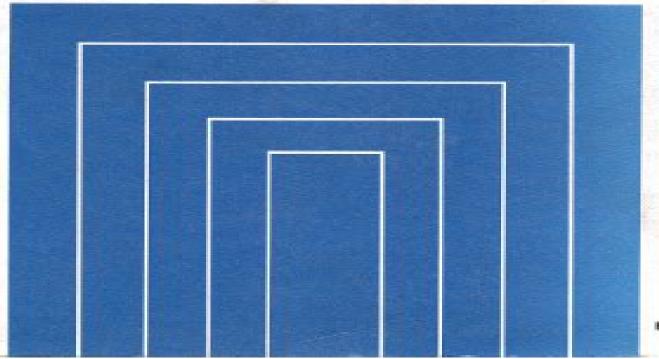


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complementarities arising from the physical nature of technologies can be arrayed on a spectrum ranging from strong to very weak Two basic types of technologies in turn exhibit different degrees of complementarity between their internal components Flow production technologies which are found in steel mills and auto factories specify a series of steps each of which is essential to the final product In contrast platform technologies which are characteristic of computer hardware software and networks are modular systems designed to provide options Baldwin then investigates the dynamics of strategy for firms in platform ecosystems Such firms create value by solving technical bottlenecks technical barriers to performance that arise in different parts of the system as it evolves They capture value by controlling and defending strategic bottlenecks components that are 1 essential to the functioning of some part of the system 2 unique and 3 controlled by a profit seeking enterprise Strategic bottlenecks can be acquired by solving technical bottlenecks They can be destroyed via tactics such as substitution reverse engineering bypassing the bottleneck and enveloping a smaller bottleneck within a larger one Strategy in platform ecosystems can thus be viewed as the effective management of technical and strategic bottlenecks within a modular technical system Report ,1985 International Technical Conference on Experimental Safety Vehicles. Tenth.

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