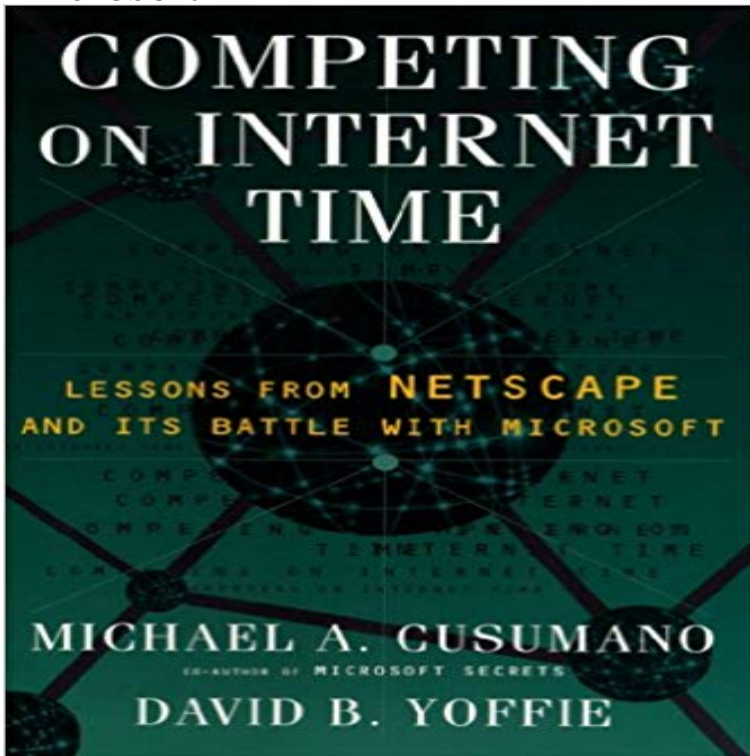


Competing On Internet Time: Lessons From Netscape and Its Battle With Microsoft



Competing on Internet time means competitive advantage can be won and lost overnight. In this penetrating analysis of strategy-making and product innovation in the dynamic markets of commercial cyberspace, bestselling Microsoft Secrets co-author Michael Cusumano and top competitive strategy expert David Yoffie draw vital lessons from Netscape, the first pure Internet company, and how it has employed the techniques of judo strategy in its pitched battle with Microsoft, the worlds largest software producer. From on-site observation and more than 50 in-depth interviews at Netscape and other companies, Cusumano and Yoffie construct a blueprint meticulously detailing how the fastest-growing software company in history has competed on Internet time by moving rapidly to new products and markets, staying flexible, and exploiting leverage that uses the weight of its giant rival Microsoft against it. The main source of Netscapes leverage, they argue, has been its skill in designing products that run on multiple operating systems. Microsoft has responded with judo techniques in kind. Managers in every high-tech industry will discover a wealth of new ideas on how to create and scale-up a new company quickly; how to compete in fast-paced, unpredictable industries; and how to design products for rapidly evolving markets. The lessons that Cusumano and Yoffie derive from Netscapes contest with Microsoft go far beyond start-ups and Internet software. Small companies in any industry and powerful, established firms alike will welcome the principles the authors formulate from this David-and-Goliath-like struggle. Competing on Internet Time is essential and instructive reading for all managers, engineers, and entrepreneurs who want to succeed in ultra-fast-paced markets.

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