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Interview_AB_M. Interview mit McDonald, Steven, ehemaliger General Manager und COO der Adobe Systems, Inc. am 01.04.09

Interview_AD_W. Interview mit Walker, John, Gründer und ehemaliger CEO von Autodesk, Inc. am 21.01.09

Interview_A_W_T1. Interview mit Warner, William, Gründer und ehemaliger CEO der Avid Technology, Inc. am 08.05.08

Interview_A_W_T2. Interview mit Warner, William, Gründer und ehemaliger CEO der Avid Technology, Inc. am 06.06.08

Interview_Ax_AF. Interview mit Finkel, Alan, Gründer und ehemaliger CEO der Axon Instruments, Inc. am 16.04.08

Interview_B_W. Interview mit Wingender, Edgar, Gründer, Anteilseigner und CSO der Biobase GmbH am 20.04.08

Interview_C_C_T1. Interview mit Conner, Finis F., Gründer und CEO von Conner Peripherals, Inc. am 13.02.08

Interview_C_C_T2. Interview mit Conner, Finis F., Gründer und CEO von Conner Peripherals, Inc. am 16.02.08

Interview_C_C_T3. Interview mit Conner, Finis F., Gründer und CEO von Conner Peripherals, Inc. am 23.04.08

Interview_C_K. Interview mit Kozel, Edward, ehemaliger CTO der Cisco Systems, Inc. am 20.12.09

Interview_CP_R. Interview mit Rieman, Deborah, ehemaliger CEO von Check Point Software Technologies, Inc. am 27.06.08

Interview_E_C. Interview mit Claussen, Carsten, CEO der Evotec Technologies GmbH am 13.06.06

Interview_F_G. Interview mit Grouf, Nicholas, Gründer und ehemaliger CEO von Firefly Networks, Inc. am 26.06.08

- Interview_G_P. Interview mit Pfannes, Othmar, Gründer und CEO der Genedata AG am 02.10.06
- Interview_G_P_T. Interview mit Pfannes, Othmar, Gründer und CEO der Genedata AG am 02.11. und 10.11.06
- Interview_Gx_W. Interview mit Werner, Thomas, Gründer und CEO der Genomatix GmbH am 18.03.07
- Interview_Gx_W_T. Interview mit Werner, Thomas, Gründer und CEO der Genomatix GmbH am 11.07.07
- Interview_LS_K. Interview mit Kapor, Mitchel, Gründer und ehemaliger CEO der Lotus Development Corp. am 26.05.08
- Interview_M_H. Interview mit Heinlein, Uwe A. O., Marketingleiter der Miltenyi Biotec GmbH am 17.11.06
- Interview_M_H_T. Interview mit Heinlein, Uwe A. O., Marketingleiter der Miltenyi Biotec GmbH am 20.02.07
- Interview_M_R. Interview mit Radbruch, Andreas, Professor an der Charité Berlin und Promotor der Miltenyi Biotec GmbH am 27.08.07
- Interview_MM_C. Interview mit Canter, Mark, Gründer und ehemaliger CEO der MacroMind, Inc. am 05.06.08
- Interview_MP_R. Interview mit Rubinstein, Seymour, Gründer und ehemaliger CEO der MicroPro International, Inc. am 01.07.08
- Interview_N_B1. Interview mit Burton, Craig, Co-Gründer und ehemaliger Senior Vice President of Corporate Marketing and Development der Novell, Inc. am 02.03.09
- Interview_N_B2. Interview mit Burton, Craig, Co-Gründer und ehemaliger Senior Vice President of Corporate Marketing and Development der Novell, Inc. am 03.03.09
- Interview_N_B1. Interview mit Edwards, John, ehemaliger Executive Vice President der Novell, Inc. sowie President und CEO der Move Networks, Inc. am 13.01.09
- Interview_Q_C. Interview mit Colpan, Metin, Gründer, ehemaliger CEO und späterer Aufsichtsrat der Qiagen, N.V. am 10.05.06
- Interview_Q_S. Interview mit Schatz, Peer, M., CEO der Qiagen, N.V. am 20.04.06
- Interview_S_K. Interview mit Kleiman, Steven, CFO der Firma NetAPP, ehemaliges Mitglied des NFS-Teams der Sun Microsystems, Inc. am 02.06.08
- Interview_SB_US. Interview mit Scheefers-Borchel, Ursula, Gründerin und CEO der Schebo-Biotech AG am 15.05.07

Interview_SF_MR1. Interview mit Roesch, Martin, Gründer und CFO der Sourcefire, Inc. am 10.07.09

Interview_SF_MR2. Interview mit Roesch, Martin, Gründer und CFO der Sourcefire, Inc. am 20.07.09

Interview_SS_S. Interview mit Sakkinen, Petri, Marketingleiter der SSH Communications Security Corp. am 11.04.06

Interview_T_R. Interview mit Deraison, Renaud, Entwickler der Software Nessus und Chief Research Offider der Tenable Network Security, Inc. am 03.08.09

Emails

Email_AD_W. Email von John Warner vom 17.03.09

Email_AD_Q. Email von Quinci, Jim vom 31.03.09

Email_AvB_1. Email von von Bechtolsheim, Andreas vom 24.02.09

Email_AvB_2. Email von von Bechtolsheim, Andreas vom 26.02.09 (1)

Email_AvB_3. Email von von Bechtolsheim, Andreas vom 26.02.09 (2)

Email_CP_R. Email von Rieman, Deborah vom 12.03.09

Email_G_P. Email von Pfannes, Othmar vom 19.02.10

Email_MM_C1. Email von Marc Canter vom 11.03.09 (1)

Email_MM_C2. Email von Marc Canter vom 11.03.09 (2)

Email_MM_C3. Email von Marc Canter vom 13.03.09

Email_MM_C4. Email von Marc Canter vom 21.03.09

Email_N_E. Email von Edwards, John vom 19.03.09

Email_N_B. Email von Burton, Craig vom 03.03.09

Email_N_W1. Email von White, Roger vom 20.05.09

Email_N_W2. Email von White, Roger vom 19.08.09

Email_N_W3. Email von White, Roger vom 29.08.09

Email_NM1. Email von Nolting, Michael vom 04.12.08

Email_NM2. Email von Nolting, Michael vom 05.12.08

Email_SP1. Email von Philipps, Stu vom 06.01.09

Email_SP2. Email von Philipps, Stu vom 09.02.09

Email_SP3. Email von Philipps, Stu vom 11.02.09

Anhang

Anhang 1: Zeitliche Einordnung der Gründungsdaten der Unternehmen

1875-79	1980-84	1985-89
MicroPro 1978	Adobe 1982 Autodesk 1982 Lotus 1982 Sun 1982 Axon 1983 Novell 1983 MacroMind 1984 Qiagen 1984	Conner 1986 Avid 1987 Miltenyi 1989 Schebo 1989
1990-94	1995-99	2000-04
Check Point 1993 Evotec 1993	Firefly 1995 SSH 1995 Biobase 1997 Genedata 1997 Genomatix 1997	Sourcefire 2001 Tenable 2002

Quelle: eigene Darstellung

Anhang 2: Übersicht verwendeter Quellen in den Fallstudien

Name	Primärquellen				Sekundärquellen	
	Interviews		Referenz	Emails Referenz		
	Gesamtdauer	Anzahl				
Adobe Systems, Inc.	136 Min.	2	ehem. CEO, Marketingvorstand	Interview_AB_G Interview_AB_M	-	Adobe (2000, 2007), Pfiffner (2002), Northub (1986)
Autodesk, Inc.	78 Min.	1	ehem. CEO	Interview_AD_W	Email_AD_W Email_AD_Q	Autodesk (2000), Walmsley (2008), Walker (1994)
Avid Technology, Inc.	95 Min.	2	ehem. CEO	Interview_A_W_T1 Interview_A_W_T2	-	AMWA (2009), Avid (1996, 2005, 2006, 2008, 2010), Business Wire (2001), Harris (2003), Johnson (2005), Knight (1997), Purcell (2007), Southwick (1999b)
Axon Instruments, Inc.	72 Min.	1	ehem. CEO	Interview_Ax_AF	Email_NM1, Email_NM2	ATSE (2005), Dempster (2001), Finkel (2005), Frost & Sullivan (2004)
Biobase GmbH	85 Min.	1	Gründer, Anteilseigner, CSO	Interview_B_W	-	Biobase (2010), Wingender (2008)
Check Point Software Technologies, Ltd.	60 Min.	1	ehem. CEO HQ USA	Interview_CP_R	Email_CP_R	Check Point (1996, 2000, 2001, 2004, 2008, 2009a, 2009b, 2010), Southwick (1999a)
Conner Peripherals, Inc.	140 Min.	3	ehem. CEO	Interview_C_C_T1 Interview_C_C_T2 Interview_C_C_T3	-	Christensen (1997), Conner (2008), Jolly et al. (1992)
Evotec AG	160 Min.	2	CEO Evotec Technologies	Interview_E_C	-	Clausen (2005), Evotec AG (2005)
Firefly Network, Inc.	30 Min.	1	ehem. CEO	Interview_F_G	-	MIT (1997), Southwick (1999a)

Genedata AG	60 Min.	3	CEO	Interview_G_P Interview_G_P_T	Email_G_P	Dunlap (2009), Hinden (2001), Handelsblatt (2005), Genedata (2004a,b, 2006a,b, 2007, 2009), Genomweb (2009), Pian Chan (2009), SABC (2004), Schwalbe (2003)
Genomatix GmbH	172 Min.	2	CEO	Interview_Gx_W Interview_Gx_W_T	-	Genomatix (2006, 2010), Schwalbe (2003)
Lotus Development Corp.	33 Min.	1	ehem. CEO	Interview_LS_K	-	Campbell-Kelly (2004), Computerwoche (1985), Dunn (2007), IBM (2005), Liebowitz (1999), Microsoft (2006), Lotus (1993, 1994), Pender (o.Jg.)
MacroMind, Inc.	50 Min.	1	ehem. CEO	Interview_MM_C	Email_MM_C1 Email_MM_C2 Email_MM_C3 Email_MM_C4	Adobe (2004, 2010a,b), Macromedia (2002), MacWelt (1998), Evangelista (2005), ZDNet (2008)
MicroPro International, Inc.	78 Min.	1	ehem. CEO	Interview_MP_R	-	Dvorak (2006), Microsoft (2006), Petrie (2006), Rubinstein (2006)
Miltenyi Biotec GmbH	200 Min.	3	Marketingleiter, Promotor	Interview_M_H Interview_M_H_T Interview_M_R	-	DIW (2003), Invitrogen (2010), Miltenyi (2010a,b)
Novell, Inc.	105 Min.	3	Zwei ehem. Marketingvorstände, Manager Developer Relations	Interview_N_B1 Interview_N_B234 Interview_N_E	Email_N_E Email_N_B Email_N_W_1 Email_N_W_2 Email_N_W_3	White (2005), Novell (2008)
Qiagen, N.V.	162 Min.	2	Gründer, ehem. CEO, CEO	Interview_E_C Interview_Q_C Interview_Q_S	-	Bioinformatics (2003), FAZ (2005), Lohse (2001), Peeters (2001), Qiagen (2000, 2001, 2005, 2008, 2009, 2010), Schatz (2005), Simon (2007), Zaby (1999)

Schebo Biotech AG	45 Min.	1	CEO	Interview_SB_US	-	Simon (2007), Pathology in Practice (2005), Pharmaceutical International (2009)
Sourcefire, Inc.	60 Min.	2	Gründer und CFO	Interview_SF_MR1 Interview_SF_MR2 Interview_T_RD		IBM (2007), Salkever (2004), Sourcefire (2007a,b, 2008, 2009a,b,c, 2010)
SSH Communications Security Corp.	77 Min.	1	Marketingleiter	Interview_SS_S	-	Business Wire (1998, 1999), RSA (2000), SSH (2002, 2009a,b,c)
Sun Microsystems, Inc.	60 Min.	1	Mitentwickler von NFS	Interview_S_K Interview_C_C1	-	Christensen (1997), Cisco (2008), Gomes-Casseres (1996, 2001), Khazam/Mowery (1992), Markoff (1988), Southwick (1999b), Vanhaverbeke/ Noorderhaven (2001), Sun (2008, 2009), Oracle (2010a,b)
Tenable Network Security, Inc.	54 Min.	1	Co-Gründer, Chief Research Officer, Entwickler von Nessus	Interview_T_RD		Carey et al. (2008), Denim Group (2007), eEye (2008), IBM (2006, 2007), Linux World (2007), Snowden (2006), Tenable (2006, 2010), Watchfire (2006), Yoshimoto et al. (2004)

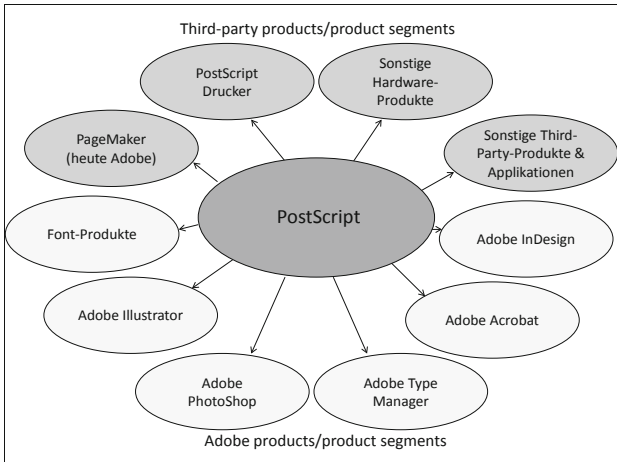
Quelle: eigene Darstellung

Anhang 3: Realisierte Umsätze der Unternehmen im 7. und 18. Geschäftsjahr

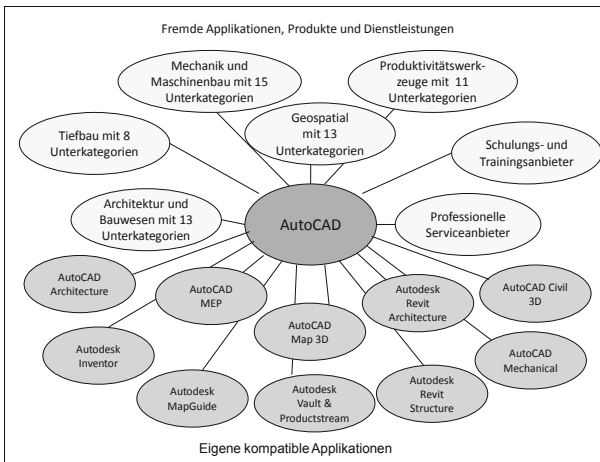
Name	Gründungs- jahr	7. Ge- schäfts- jahr	Umsatz im 7. Ge- schäftsjahr	18. Ge- schäfts- jahr	Umsatz im 18. Ge- schäftsjahr
Adobe Systems	1982	1989	121 Mio. US\$	2000	1.266 Mio. US\$
Autodesk	1982	1989	117 Mio. US\$	2000	820 Mio. US\$
Avid Technology	1987	1994	234 Mio. US\$	2005	775,4 Mio. US\$
Axon Instruments	1983	1990	k.A.	2001	35,7 Mio. US\$
Biobase	1997	2004	k.A.	(2015)	entfällt noch
Conner Peripherals	1986	1993	1.599 Mio. US\$ (1991)	(2004)	Merger mit Seagate
Check Point Software Technol.	1993	2000	425 Mio. US\$	(2011)	entfällt noch
Evotec	1993	2000	28 Mio. €	(2011)	entfällt noch
Firefly Network	1995	2002	akquiriert	(2013)	akquiriert
Genomatix	1997	2004	k.A.	(2015)	entfällt noch
Genedata	1997	2004	k.A.	(2015)	entfällt noch
Lotus Development	1982	1989	556 Mio. US\$	2000	akquiriert
MacroMind	1984	1991	k.A.	2002	325 Mio. US\$
MicroPro International	1978	1985	75 Mio. US\$ (1984)	1996	akquiriert
Miltenyi Biotec	1989	1996	k.A.	2007	73,5 Mio. €
Novell	1983	1990	497,5 Mio. US\$	2001	1.040 Mio. US\$
Qiagen	1984	1991	8 Mio. US\$	2002	298 Mio. US\$
Schebo Biotech	1989	1996	k.A.	2007	k.A.
Sourcefire	2001	2008	75,7 Mio. US\$	(2019)	entfällt noch
SSH Communications Security	1995	2002	16,8 Mio. US\$	(2013)	entfällt noch
Sun Microsystems	1982	1989	1.000 Mio. US\$ (1988)	2000	15.721 Mio. US\$
Tenable Network Security	2002	2009	>10 Mio. US\$	2020	entfällt noch

Quelle: eigene Darstellung

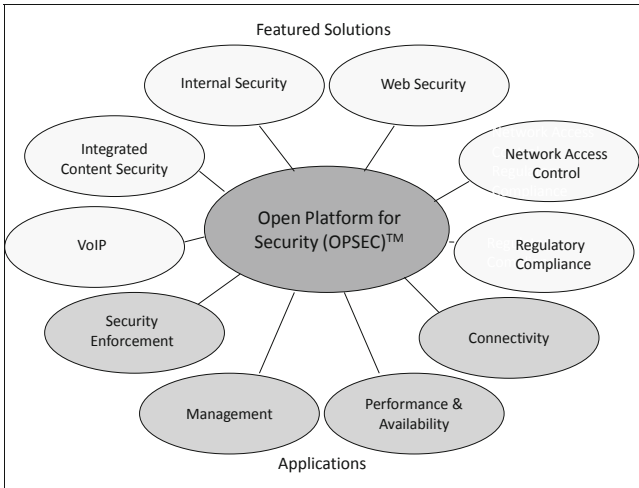
Anhang 4: Übersicht ausgewählter Ecosysteme der Unternehmen



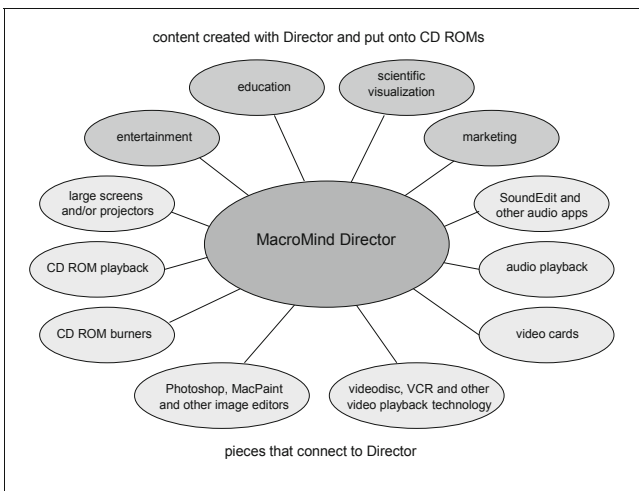
Quelle: eigene Darstellung auf Grundlage von Interview AB_M
Darst. A 4-1: Ecosystem der Firma Adobe



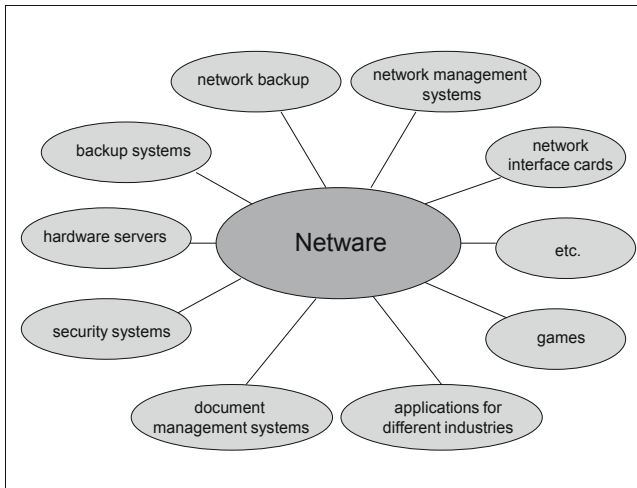
Quelle: eigene Darstellung auf Grund und von Email AD_W1 und AD_Q
Darst. A 4-2: Ecosystem der Firma Autodesk



Quelle: eigene Darstellung, Check Point (2009)
Darst. A 4-3: Ecosystem der Firma Check Point



Quelle: eigene Darstellung auf Grundlage der Email MM_C2
Darst. A 4-4: Ecosystem der Firma MacroMind



Quelle: eigene Darstellung auf Grund von Email N_E

Darst. A 4-5: Ecosystem der Firma Novell

Anhang 5: Lebensdauer der Standards in branchen- und technologiespezifischen Clustern

Unternehmen	branchenspezifische Cluster				Lebensdauer bis Standardbeendigung				technologiespezifische Cluster		
	Biotechnologie	Netzwerk-lösungen	Sonst. Soft-, Hardware	System Leader	Cross-Platform-Solutions	Platform Autarkics	Platform Servants				
Adobe		7; 25+		7; 25+							
Autodesk			27+	27+							
Avid			19	19							
Axon	13+								13+		
Biobase	22+				22+						
Check Point		16+		16+							
Conner Peripher.			5; 5		5; 5						
Evotec	9								9		
Firefly		7					7				
Genedata	12+						12+				
Genomatix	12+						12+				
Lotus			8								8
Macromind			11; 12+				11; 12+				
MicroPro			7								7
Miltenyi	20+								20+		
Novell		11					11				
Qiagen	23+									23+	
Schebo	16+									16+	
Sourcefire		8+					8+				
SSH		15+						15+			
Sun		24+					24+				
Tenable		7+						7+			

Anhang 6: Lebensdauer der Standards in IP-spezifischen Clustern

Unternehmen	Lebensdauer bis Standardbeendigung in den IP-spezifischen Clustern							Art der Spezialform
	Closed Conservers	Opening Combiners	Initial Combiners	Open Starters	Spezialform			
Adobe			7; 25+				x	Opener*
Autodesk			27+					
Avid		19						
Axon		13+						
Biobase			22+					
Check Point		16+						
Conner Peripher.				5; 5			x	Open Conservers
Evotec		9						
Firefly		7						
Genedata	12+							
Genomatix	12+							
Lotus	8							
Macromind		11; 12+						
MicroPro	7							
Miltenyi	20+							
Novell		11						
Qiagen	23+							
Schebo	16+							
Sourcefire				8+			x	Closing Combiner
SSH				15+			x	Closing Combiner
Sun		24+						
Tenable				7+			x	Closer

*) Erfolgreiche Abwehr der Auswirkungen

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