The Super Strategist in the Semiconductor Industry: A Multi-Framework CEO Analysis of Lisa Su at Advanced Micro Devices, Inc.

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ABSTRACT

Purpose: *The purpose of this research case study is to conduct a focused and in-depth examination of Lisa Su's leadership, strategic decisions, and technological vision during her tenure at Advanced Micro Devices, Inc. The study aims to evaluate her influence on AMD's transformation and organizational performance using multiple analytical frameworks such as SWOC, ABCD, and the CEO Performance Matrix. Ultimately, the research seeks to demonstrate how visionary technological leadership and strategic decision-making can reshape a semiconductor company's competitive position in the global market.*

Methodology: *This exploratory case study uses information gathered from credible sources such as official websites, Google Scholar, and AI-driven GPT tools, and analyzes the data using suitable analytical frameworks aligned with the objectives of the study.*

Result/Analysis: *The research analysis indicates that Lisa Su's leadership at AMD reflects a strong combination of technological expertise, strategic transformation, and innovation-driven growth. The application of SWOC, ABCD, PESTLE, KPIs, and the CEO Performance Matrix highlights her role in revitalizing AMD's product roadmap, strengthening research and development capabilities, and expanding its presence in high-performance computing and artificial intelligence markets. Overall, the case study demonstrates that her leadership significantly contributed to AMD's resurgence as a major global competitor in the semiconductor industry.*

Originality/Value: *The originality of this research lies in its structured and multi-framework evaluation of Lisa Su's leadership using SWOC, ABCD, PESTLE, KPIs, CEOPA, and the CEO Performance Matrix to analyze a contemporary technology CEO in the semiconductor industry. The study contributes value by linking leadership theory with technological innovation and strategic transformation at AMD, providing a replicable model for evaluating leadership effectiveness in global technology firms.*

Type of Paper: *Qualitative Exploratory Case Study.*

Keywords: CEO Analysis, Lisa Su, Advanced Micro Devices, Semiconductor Industry, SWOC Analysis, ABCD Analysis, KPIs of CEO, CEO Performance Areas, CEO Performance Matrix, Strategic Leadership in Technology Firms

1. INTRODUCTION :

1.1 About CEO Analysis:

The Chief Executive Officer (CEO) plays a critical role in shaping organizational strategy, performance, and long-term competitiveness. Strategic leadership research emphasizes that CEOs influence firm outcomes through their personal values, experiences, and cognitive orientations, a perspective formally articulated by Upper Echelons Theory (Hambrick & Mason (1984) [1]; Hambrick (2007). [2]). According to this framework, organizational results are partially predicted by top executives' characteristics because strategic decisions reflect the mental models and backgrounds of those in leadership positions. Consequently, CEOs function not just as operational managers but as strategic

architects, whose leadership creates a lasting impact on the organization's identity and direction (Wood & Vilkinas (2003) [3]; Berson et al. (2008). [4]).

The contribution of a CEO to an organization manifests through strategic decision-making, governance mechanisms, and stakeholder engagement. Empirical research indicates that CEO characteristics significantly influence firm strategic actions beyond firm- or industry-level effects (Zacharias et al. (2015) [5]; Ahmed et al. (2019) [6]; Chulkov & Kim (2025). [7]). Attributes such as tenure, ethical orientation, compensation structure, and international experience shape critical outcomes including global expansion, innovation, and corporate social responsibility initiatives. By directing organizational resources, shaping corporate culture, and setting performance expectations, CEOs influence both financial and non-financial outcomes. Research further demonstrates that CEO leadership effects can exceed industry-level determinants in explaining firm behavior, highlighting the centrality of executive leadership in competitive differentiation (Brahma & Economou (2024). [8]).

The impact of CEO contributions on firm performance is complex and context-dependent. Studies show that CEO tenure influences organizational outcomes in several ways, including strategic focus, innovation, and leadership continuity. Research on Chinese listed firms finds that longer CEO tenure promotes enterprises' green innovation, highlighting a positive effect of sustained leadership on long-term strategic initiatives (*Liu et al. (2024).* [9]). Other work on U.S. public firms shows how observable CEO and firm characteristics shape tenure duration and turnover risk, with implications for strategic continuity and performance outcomes (*Jarva, H. (2025).* [10]). Additionally, CEO characteristics such as political ties and personal attributes have been shown to affect firm performance and firm value in institutional contexts (Liu & Jiang (2020). [11]). These findings indicate that CEO influence is neither uniform nor linear, reinforcing the need for in-depth research designs capable of capturing leadership dynamics within real organizational contexts.

To address these complexities, this study adopts an exploratory case study research design to examine the strategic contributions of a CEO and their organizational impact. Exploratory research is particularly appropriate when theoretical frameworks exist but empirical insights remain fragmented or context-specific (Stebbins (2001). [12]). Case study methodology allows researchers to investigate contemporary leadership phenomena within their natural settings and to integrate multiple sources of evidence, thereby enhancing analytical depth and validity (Yin (2018). [13]).

The structure of this CEO Analysis paper follows a systematic scholarly format. After this introduction, a literature review synthesizes theoretical and empirical studies on CEO characteristics and organizational performance. The methodology section details the exploratory case study design, data sources, and analytical techniques employed. The findings and discussion sections interpret the CEO's strategic contributions and their organizational impact through established leadership frameworks. Finally, the conclusion summarizes key insights, discusses theoretical and managerial implications, and identifies directions for future research in CEO and strategic leadership studies.

1.2 About This Paper:

The scholarly article titled *"CEO Analysis of Lisa Su of Advanced Micro Devices, Inc."* adopts a structured analytical approach that integrates strategic leadership theory with performance-based evaluation frameworks. The article is organized to first situate Lisa Su's leadership within established CEO and strategic management literature, drawing on upper echelons and strategic leadership perspectives that emphasize how executive cognition and expertise shape organizational outcomes (Kiss et al. (2022) [14]; Wang et al. (2022). [15]). The literature review synthesizes empirical research on CEO influence, innovation leadership, and firm performance, highlighting how leadership attributes interact with technological capability and competitive strategy (Banerjee (2025). [16]). The methodology section employs a multi-framework analytical design incorporating SWOC analysis, key performance indicators (KPIs), and CEO performance assessment models, consistent with prior studies advocating multi-method approaches to capture the complex mechanisms through which CEOs drive innovation and strategic renewal (Kiss et al. (2022) [14]; Banerjee (2025). [16]). This structured design enables the article to systematically link leadership theory with measurable organizational outcomes such as R&D intensity, market share growth, and profitability.

The analysis section focuses on evaluating Lisa Su's effectiveness across innovation leadership, strategic orientation, and stakeholder management dimensions. Using leadership and innovation scholarship as a foundation, the article assesses Su's transformational and strategic leadership

behaviours and their role in fostering sustained innovation and competitive positioning at AMD (Jensen et al. (2020) [17]; Begum et al. (2020). [18]). Empirical evidence from leadership research suggests that CEOs with strong technical expertise and long-term strategic orientation are better positioned to translate innovation investments into firm-level performance gains, particularly in technology-intensive industries (Kiss et al. (2022) [14]; Wang et al. (2022). [15]). The article further aligns Su's leadership outcomes with CEO performance area frameworks, emphasizing her strengths in innovation governance, ecosystem development, and growth strategy while identifying future strategic priorities such as AI hardware–software co-design and sustainability. This analytical approach is consistent with contemporary research that underscores the importance of aligning CEO leadership capabilities with evolving technological and stakeholder environments to sustain long-term organizational performance (Banerjee (2025) [16]; Agazu et al. (2025). [19]).

2. OBJECTIVES OF THE PAPER :

(1). **To study the professional background, leadership journey, and technological expertise of Dr. Lisa T. Su**, Chair and CEO of Advanced Micro Devices, Inc., with emphasis on her role in transforming AMD's strategic and competitive position.
(2). **To review and synthesize existing literature related to Lisa Su's leadership and Advanced Micro Devices, Inc.**, and to assess the current status of research on CEO-driven turnarounds, technology leadership, and strategic decision-making in the semiconductor industry.
(3). **To analyze the strategic leadership style and decision-making approach of Lisa Su** using established CEO leadership theories such as transformational and strategic leadership, in order to understand how her vision and behavior influence organizational outcomes.
(4). **To evaluate AMD's organizational performance under Lisa Su's leadership** through key performance indicators (KPIs) such as R&D intensity, market share in high-performance computing, innovation output, and financial performance.
(5). **To assess AMD's internal and external strategic position** during Lisa Su's tenure using analytical frameworks including SWOC analysis, ABCD stakeholders' analysis, and PESTLE analysis.
(6). **To compare AMD's competitive performance and strategic positioning with key industry competitors** in the semiconductor sector, highlighting the role of CEO leadership in sustaining competitive advantage.
(7). **To apply the CEO Performance Matrix and Ten CEO Performance Areas (CEOPA) framework** to identify Lisa Su's strengths, limitations, and future strategic priorities, and to propose recommendations related to AI-driven innovation, ecosystem partnerships, and sustainability.

3. ABOUT LISA SU, CEO OF ADVANCED MICRO DEVICES, INC :

3.1 Background of Lisa Su, CEO of Advanced Micro Devices, Inc.:

Advanced Micro Devices, Inc. (AMD), founded in 1969, is a major global semiconductor company specializing in microprocessors, graphics processing units (GPUs), and high-performance computing solutions (Talmadge (2025) [20]; Tiwari (2022). [21]). Operating in a highly competitive and innovation-driven industry, AMD has historically faced cyclical challenges related to technological shifts, pricing pressures, and rivalry with dominant incumbents such as Intel and NVIDIA (*de Sousaet al (2021).* [22]). Scholarly research on semiconductor firms emphasizes that sustained competitiveness in this sector depends heavily on strategic leadership, R&D investment, and the ability to anticipate technological disruptions (Tiwari (2022) [21]; Hambrick (2007). [23]).

The strategic repositioning of AMD gained momentum following the appointment of Dr. Lisa T. Su as President and CEO in 2014 (Talmadge (2025) [20]; *de Sousa* et al *(2021).* [22]). Under her leadership, AMD adopted a focused strategy centered on high-performance computing, data centers, gaming, and AI-enabled architectures, supported by disciplined capital allocation and increased R&D intensity (*de Sousa* et al (2021). [22]; Mowery & Rosenberg (1999). [24]). Studies on corporate turnarounds in technology-intensive industries highlight that leadership-driven strategic focus is a critical factor in restoring firm performance and market credibility (Hambrick (2007) [23]; Finkelstein et al. (2009). [25]).

Dr. Lisa Su's professional background reflects a strong foundation in engineering and applied research. She holds a PhD in Electrical Engineering from the Massachusetts Institute of Technology and has held senior technical and managerial roles at Texas Instruments and IBM, where she was engaged in semiconductor research and strategic initiatives (IBM Research [27]). Empirical studies demonstrate that CEOs with science or engineering expertise are more likely to foster innovation, prioritize R&D, and support technologically complex strategic decisions (Barker & Mueller (2002) [28]; Ting et al. (2021). [30]). Such technical expertise enhances a CEO's ability to align innovation investments with long-term competitive strategy.

Prior to joining AMD, Su served as Chief Technology Officer and later Senior Vice President at Freescale Semiconductor, where she played a key role in organizational restructuring and portfolio realignment (IBM Research [27]). Leadership research suggests that experience in restructuring contexts strengthens executives' abilities to manage complexity, reallocate resources, and rebuild stakeholder trust (Finkelstein et al. (2009) [25]; Barker & Mueller (2002). [28]). These competencies were directly transferable to AMD, where Su streamlined operations, refocused product development, and restored investor confidence (Talmadge (2025) [20]; *de Sousa* et al. *(2021).* [22]).

Lisa Su's leadership philosophy emphasizes long-term value creation through innovation leadership, execution discipline, and ecosystem collaboration (Mowery & Rosenberg (1999). [24]). Strategic and transformational leadership scholarship argues that such an approach enables CEOs to align organizational culture with strategic priorities while sustaining employee engagement and innovation performance (Hambrick (2007) [23]; Finkelstein et al. (2009). [25]). Under Su's leadership, AMD successfully launched the Zen CPU architecture and expanded into adaptive and AI computing, demonstrating how visionary leadership combined with technical rigor can generate sustained competitive advantage (Tiwari (2022) [21]; Mowery & Rosenberg (1999). [24]).

Overall, Lisa Su's leadership at AMD reinforces scholarly arguments that CEO characteristics—particularly technical expertise, strategic clarity, and long-term orientation—play a decisive role in shaping firm performance in technology-intensive industries (Hambrick (2007) [23]; Finkelstein et al. (2009) [25]; Barker & Mueller (2002) [28]; Crossland & Hambrick (2011) [29]; Ting et al. (2021). [30]). AMD's turnaround under her stewardship provides a strong empirical foundation for CEO analysis as a research case study, highlighting the relevance of executive leadership theories in understanding competitive renewal within the global semiconductor industry (Tiwari (2022) [21]; Mowery & Rosenberg (1999) [24]; Crossland & Hambrick (2011) [29]; Advanced Micro Devices, Inc. [26]; American Academy of Arts and Sciences [27]).

4. REVIEW OF LITERATURE :

4.1 Review and Synthesize the Existing Scholarship:

Upper-echelons theory provides the primary conceptual foundation for examining how CEOs influence organizational outcomes. The theory posits that firm strategies and performance reflect the experiences, values, and cognitive bases of top executives, as strategic decisions are filtered through managerial interpretations (Hambrick & Mason (1984) [31]; Hambrick (2007). [32]). Extensive empirical research supports this view, demonstrating that CEO characteristics such as education, tenure, and professional background significantly shape innovation intensity, strategic change, and firm performance across industries (Garcia-Blandon et al. (2019). [33]). In technology-intensive environments, these executive attributes become especially salient due to high uncertainty and rapid technological evolution.

Beyond demographic traits, leadership style has been widely examined as a mechanism linking CEOs to organizational performance. Transformational leadership research shows that CEOs who articulate a compelling vision, promote innovation, and empower employees enhance organizational adaptability and long-term competitiveness (Chen et al. (2019) [34]; Zhang et al. (2015). [35]). Similarly, relational and empowering leadership approaches strengthen top management team cohesion and collective decision-making, leading to improved strategic execution and innovation outcomes (Wang et al. (2022). [36]). These leadership dynamics are particularly relevant for high-technology firms where cross-functional coordination and knowledge integration are critical.

Scholarly attention has also focused on CEO power and strategic discretion in shaping innovation strategies. Studies indicate that CEOs with greater authority and influence are more likely to pursue exploratory innovation, which is essential for sustaining competitive advantage in fast-moving technology sectors (Sariol et al. (2017). [37]). CEO proactiveness further amplifies innovation

outcomes by fostering organizational ambidexterity and responsiveness to environmental change (Kiss, A. N et al. (2022). [38]). Together, these findings highlight the importance of aligning CEO leadership capabilities with innovation-driven strategic priorities.

Despite these advances, several gaps remain in the upper-echelons literature. Recent reviews emphasize that much of the research remains fragmented and overly focused on traditional demographic variables, offering limited insight into how executive attributes interact with dynamic industry contexts such as global technology markets (Popli et al. (2022). [39]). Moreover, non-financial outcomes—including ecosystem development, stakeholder trust, and long-term innovation capability—remain underexplored within dominant performance models. These limitations underscore the need for context-specific CEO case studies that integrate leadership theory with industry-level realities.

Addressing these gaps, an exploratory CEO case study approach enables a nuanced examination of how executive characteristics, leadership philosophy, and strategic decisions jointly influence firm outcomes over time (Yin (2018). [40]). In this context, the leadership of Lisa Su at Advanced Micro Devices offers a compelling empirical setting to investigate how technical expertise and strategic leadership combine to drive organizational renewal, innovation leadership, and sustained competitiveness in the global semiconductor industry.

4.2 Based on Important Keywords:

Table 1: Review of Literature on Keyword "Lisa Su" using search in www.scholar.google.com

S. No.	Area of Scholarly Articles	Description	Reference
1	Strategic Leadership	Examines AMD's revival through leadership-led strategic redirection under CEO Lisa Su, emphasizing performance-based competition.	Sousa et al. (2021) [41]
2	Corporate Turnaround	Explains strategic transformation as a critical step in reviving distressed firms, relevant to AMD's recovery under Lisa Su.	Pearce et al. (2008) [43]
3	CEO Decision-Making	Analyzes how CEO characteristics influence strategic priorities such as innovation and R&D spending.	Barker et al. (2002) [50]
4	Upper Echelons Theory	Establishes that organizational outcomes reflect top executives' backgrounds and values, applicable to Lisa Su's technical leadership.	Hambrick et al. (1984) [51]
5	Innovation Leadership	Highlights the role of ambidextrous leadership in balancing innovation and operational efficiency.	O'Reilly et al. (2013) [49]
6	Strategic Renewal	Discusses capability development over time driven by executive leadership decisions.	Helfat et al. (2003) [54]
7	Dynamic Capabilities	Explains how leadership builds and renews capabilities in rapidly changing environments.	Eisenhardt et al. (2017) [52]
8	Business Model Strategy	Explores how strategic leadership influences business model design in technology firms.	Teece et al. (2018) [47]
9	Resource-Based Leadership	Links executive leadership to leveraging firm resources for sustainable competitive advantage.	Barney et al. (1991) [53]
10	Organizational Strategy	Examines alignment between strategy and organizational structure under executive leadership.	Zakrzewska-Bielawska et al. (2016) [45]

Table 2: Review of Literature on Keyword "Advanced Micro Devices (AMD)" using search in www.scholar.google.com

S. No.	Area of Scholarly Articles	Description	Reference

1	Competitive Strategy	Analyzes AMD's competitive resurgence against Intel and NVIDIA through strategic repositioning.	Sousa et al. (2021) [41]
2	Corporate Growth Case Study	Presents AMD as a high-growth firm through strategic focus and leadership transformation.	Kumar et al. (2024) [42]
3	Business Turnaround	Examines strategic transformation processes relevant to AMD's recovery phase.	Pearce et al. (2008) [43]
4	Semiconductor Competition	Studies competitive dynamics in the semiconductor industry, providing context for AMD's market position.	Wang et al. (2025) [44]
5	Strategy–Structure Alignment	Explores how strategic choices influence organizational structure in high-technology firms like AMD.	Zakrzewska-Bielawska et al. (2016) [45]
6	Industry Forces Analysis	Provides a framework to analyze competitive forces affecting AMD's industry environment.	Porter et al. (2008) [46]
7	Business Model Innovation	Examines how business model design supports competitiveness in technology firms such as AMD.	Zott et al. (2011) [48]
8	Dynamic Capabilities	Highlights AMD's ability to adapt and innovate in a volatile semiconductor market.	Teece et al. (2018) [47]
9	Resource-Based Advantage	Explains how AMD leveraged internal resources to achieve sustained competitive advantage.	Barney et al. (1991) [53]
10	Capability Lifecycle	Analyzes how AMD's technological capabilities evolved over time to support long-term competitiveness.	Helfat et al. (2003) [54]

Table 3: Review of Literature on Keyword "CEO Analysis" using search in www.scholar.google.com

S. No.	Area of Scholarly Articles	Description	Reference
1	Upper Echelons Theory	Foundational theory explaining how CEO characteristics influence strategic decisions and firm outcomes.	Hambrick et al. (1984) [55]
2	CEO Psychological Profiles	Examines CEO psychological traits and their impact on organizational diversity and strategy.	McHugh et al. (2025) [56]
3	Bibliometric Analysis of CEO Research	Reviews thematic evolution and intellectual structure of CEO research.	White et al.. (2022) [57]
4	CEO Characteristics & Firm Performance	Studies relationship between CEO attributes and financial/operational performance.	Argilés et al. (2019) [58]
5	CEO Transformational Leadership	Investigates CEO leadership style and its impact on innovation and performance.	Chen et al. (2019) [59]
6	CEO Relational Leadership & Innovation	Explores CEO relational leadership effects on product innovation.	Wang et al. (2022) [60]
7	CEO Power & Strategic Decisions	Reviews how CEO power influences corporate strategies and governance.	Brahma et al. (2024) [61]

8	CEO Duality & Governance	Systematic review of CEO duality and firm performance outcomes.	Li et al. (2025) [62]
9	CEO Functional Experience	Examines how CEO background and expertise affect innovation and performance.	Huang et al. (2023) [63]
10	CEO, Innovation & Business Performance	Bibliometric review linking CEOs to innovation-driven firm performance.	Parodi-Camano et al. (2025) [64]

4.3 Current Status of Scholarly Research about "Lisa Su":

Over the past decade, Dr. Lisa Su's leadership at Advanced Micro Devices (AMD) has attracted scholarly attention for its role in corporate turnaround and innovation strategy. Scholars analysing AMD's revival consistently highlight Su's transformational leadership, strategic vision, and emphasis on high-performance computing architectures, particularly through the Ryzen and EPYC processors and the adoption of modular chiplet designs (Sousa et al. (2021) [65]; Kumari & Nair (2023). [66]). These strategic initiatives have been central to AMD's regained competitiveness against industry leaders such as Intel and Nvidia and are frequently cited as exemplary cases of executive-driven innovation and market repositioning.

Beyond firm-specific turnaround studies, comparative research on executive leadership and governance provides insight into how CEO characteristics and strategic decisions affect organizational outcomes. Analyses of executive compensation and decision-making structures reveal that leadership incentives, resource allocation, and risk management under Su align with long-term performance objectives, supporting innovation and strategic agility (WANG et al. (2021) [67]; Sharma (2025). [68]). These studies collectively situate Su's leadership within broader research on CEO impact in high-technology environments, highlighting the importance of technical expertise, strategic foresight, and operational discipline in driving firm success.

Finally, contextual and public analyses underscore the broader recognition of Su's leadership in transforming AMD into a competitive force in the global semiconductor industry. These works note that Su's strategic decision-making — including acquisitions, ecosystem partnerships, and adoption of AI-optimized architectures — has reinforced AMD's innovation trajectory and market positioning, earning her recognition in both scholarly and industry circles (Sharma (2025). [68]; Perrigo (2024) [69]). Together, these studies illustrate how Su's combination of technical proficiency, visionary leadership, and strategic execution serves as a model for leadership in technology-intensive firms.

5. RESEARCH METHODOLOGY :

In case study–based exploratory research, the methodology typically begins with a clearly defined research question and an exploratory design that justifies the use of qualitative case study methods to investigate contemporary, real-world phenomena within their context (Baxter & Jack (2008) [70]; Hyett et al. (2014). [71]). Researchers first identify and refine keywords relevant to the topic (e.g., CEO leadership analysis, strategic frameworks, SWOC, PESTLE, ABCD, KPIs) and use these to collect secondary data from multiple sources, such as general web search (Google Search), bibliographic databases (Google Scholar), and AI-driven models (e.g., GPTs) to supplement gaps or trace current developments in the literature. The rationale for combining these sources is supported by methodological literature that emphasises triangulation and multiple sources of evidence to enhance the breadth and depth of data collection in qualitative case studies, thereby increasing validity and contextual richness (Baxter & Jack (2008) [70]; Vardopoulos et al. (2021). [72]).

Once information is assembled, the next stage involves systematic analysis, comparison, evaluation, and interpretation. Data are first organised into thematic clusters corresponding to internal and external factors, performance indicators, and leadership attributes, after which researchers apply analytical frameworks such as SWOC/SWOT, PESTLE, ABCD, and KPI matrices to examine organizational context, executive decision-making, and strategic outcomes (Ghazinoory et al. (2011) [73]; Vardopoulos et al. (2021). [72]). These frameworks help contextualise both quantitative and qualitative insights by mapping internal strengths/weaknesses and external opportunities/threats, while specialised leadership and KPI frameworks provide further interpretive lenses for CEO performance (Pathiranage (2020). [74]). Throughout the analytical process, methods such as pattern matching, content analysis, and cross-case comparison are used to identify consistencies and divergences in the data and to generate new

propositions, recommendations, and theoretical insights grounded in empirical evidence (Hyett et al. (2014) [71]; Pathiranage et al. (2020) [74]).

6. RESEARCH ANALYSIS :

6.1 SWOC Analysis:

SWOC (Strengths, Weaknesses, Opportunities, and Challenges)—an evolution of the traditional SWOT framework—is widely recognised in scholarly research as a fundamental strategic analysis tool that systematically connects internal capabilities with external environmental factors to support decision making, strategic planning, and performance evaluation across disciplines. In the seminal review of SWOT methodology, (Ghazinoory et al. (2011). [75]). explain that SWOT/SWOC frameworks provide a conceptual basis for scanning both internal resources and external conditions, enabling researchers to build strategies that align organizational strengths with opportunities while addressing weaknesses and mitigating challenges. Research in strategic management shows that integrating quantitative techniques such as Importance–Performance Analysis (IPA) with SWOT enhances analytical rigor by prioritising factors based on empirical data, thus overcoming traditional SWOT's subjective limitations and making findings more actionable (Phadermrod et al. (2019). [76]). Comprehensive literature syntheses further confirm that SWOT has been applied in diverse fields—ranging from business competition to supply chain and service management—highlighting its adaptability and capacity to generate insights into strategic positioning and competitive advantage (Benzaghta et al. (2021). [77]). Empirical studies demonstrate that SWOC informs organisational planning and performance outcomes by linking internal assessments with external opportunities and threats, which, when combined with scenario planning and strategic forecasting, support robust organisational outcomes and improved performance measures (Bakir (2023). [78]). Integrative reviews of SWOT applications also emphasise its role in theory development and refinement by synthesising historical and contemporary research trends, revealing both the tool's versatility and the need for methodological enhancements in future studies (Irawan (2024) [79]; Phadermrod et al. (2019). [76]). Together, this body of research underscores the importance of SWOC/SWOT not only as a practical planning instrument but also as a research methodology that deepens theoretical understanding of strategic dynamics in complex organisational and environmental contexts.

6.1.1 Strengths of Lisa Su, CEO of Advanced Micro Devices, Inc:

The following section outlines ten key strengths of Lisa Su, Chief Executive Officer of Advanced Micro Devices, Inc. These strengths are analyzed using the ten CEO Attributes/KPIs—Manager, Leader, Visionary, Technocrat, Financial Acumen, Strategic Decision Maker, Emotional Hero, Moral Advocate, Dynamic Entrepreneur, and Role Model—established in the "Newly Developed CEO Matrix and KPI Paper", providing a structured framework for evaluating executive leadership effectiveness [80].

Table 4: Strengths of Lisa Su, CEO of Advanced Micro Devices, Inc, based on 10 identified CEOs KPIs

S. No.	Key Strengths	Description
1	**CEO as Manager (Operational Efficiency)**	Demonstrated exceptional managerial capability by restoring operational discipline at AMD, implementing structured product roadmaps, improving execution reliability, and strengthening supply chain coordination to ensure consistent performance delivery.
2	**CEO as Leader (Transformational Leadership)**	Revitalized organizational morale and rebuilt stakeholder confidence through transformational leadership, aligning engineering teams with a unified high-performance computing vision.
3	**CEO as Dynamic Visionary (Strategic Repositioning)**	Repositioned AMD strategically toward high-margin data center, AI acceleration, and enterprise computing markets, redefining the firm's competitive identity.
4	**CEO as Technocrat (Engineering Expertise & Product Architecture)**	Leveraged deep semiconductor engineering expertise to support architecture-level decisions, including chiplet-based modular design and advanced node adoption strategies.

5	**CEO as Financial Acumen (Value Creation & Capital Discipline)**	Strengthened shareholder value through disciplined capital allocation, improved margins, sustained revenue growth, and strategic acquisitions supporting long-term financial stability.
6	**CEO as Strategic Decision Maker (Competitive Counter positioning)**	Executed decisive competitive strategies targeting server market expansion and high-performance computing leadership, reinforcing AMD's competitive resilience.
7	**CEO as Emotional Hero (Stakeholder Confidence & Trust Rebuilding)**	Restored investor and employee trust through transparent communication, consistent product delivery, and steady leadership during AMD's turnaround phase.
8	**CEO as Moral Advocate (Governance & Responsible Leadership)**	Emphasized corporate governance, ethical conduct, and long-term stakeholder value in a highly competitive and geopolitically sensitive semiconductor industry.
9	**CEO as Dynamic Entrepreneur (Innovation & Growth Expansion)**	Expanded AMD into AI accelerators, adaptive computing, and high-growth segments, demonstrating entrepreneurial leadership within a publicly traded corporation.
10	**CEO as Role Model (Industry Stewardship & Representation)**	Serves as a role model in global STEM and executive leadership, exemplifying resilience, technical excellence, and inclusive representation in the semiconductor sector.

6.1.2 Weaknesses of Lisa Su, CEO of Advanced Micro Devices:

The following section outlines ten key weaknesses of Lisa Su, Chief Executive Officer of Advanced Micro Devices, Inc.. These weaknesses are analyzed using the ten CEO Attributes/KPIs—Manager, Leader, Visionary, Technocrat, Financial Acumen, Strategic Decision Maker, Emotional Hero, Moral Advocate, Dynamic Entrepreneur, and Role Model—established in the "Newly Developed CEO Matrix and KPI Paper", providing a structured framework for evaluating executive leadership effectiveness [80].

Table 5: Weaknesses of Lisa Su, CEO of Advanced Micro Devices, Inc, based on 10 identified CEOs KPIs

S. No.	Key Weakness	Description
1	**CEO as Manager (Manufacturing Dependency & Operational Control Risk)**	Although AMD follows a fabless model that reduces capital expenditure, it creates heavy dependence on external foundries, especially TSMC. This limits managerial control over production capacity, wafer allocation, and advanced-node prioritization, which may affect operational responsiveness during supply disruptions.
2	**CEO as Leader (Sustained Competitive Pressure from Ecosystem Giants)**	AMD operates in a highly competitive environment dominated by firms such as Intel and NVIDIA, which possess vertically integrated capabilities and strong software ecosystems. This constant competitive pressure requires continuous strategic leadership to maintain differentiation and market relevance.
3	**CEO as Dynamic Visionary (AI Ecosystem Catch-Up Challenge)**	While AMD has expanded into AI accelerator markets through products like the Instinct series, it still trails competitors in AI software ecosystem maturity. The dominance of NVIDIA's CUDA ecosystem presents a barrier that requires long-term visionary investment in developer platforms and ecosystem partnerships.
4	**CEO as Technocrat (Limited Vertical Software Control)**	AMD demonstrates strong technological innovation in semiconductor architecture, particularly with chiplet design. However, the lack of a fully integrated proprietary software

		ecosystem limits its ability to create strong developer lock-in and long-term platform advantages compared to vertically integrated competitors.
5	**CEO as Financial Acumen (Revenue Cyclicality Exposure)**	The semiconductor industry experiences cyclical demand influenced by PC sales, gaming markets, and enterprise investment patterns. As a result, AMD's revenue performance remains vulnerable to macroeconomic downturns and industry demand fluctuations.
6	**CEO as Strategic Decision Maker (Post-Acquisition Integration Complexity)**	The acquisition of Xilinx strengthened AMD's diversification strategy in adaptive computing. However, integrating organizational culture, aligning product portfolios, and achieving R&D synergy require careful strategic coordination over the long term.
7	**CEO as Emotional Hero (Investor Expectation Amplification)**	Lisa Su's leadership reputation as a turnaround architect has significantly increased investor confidence in AMD. However, this strong association also amplifies investor reactions to quarterly results, potentially increasing stock price volatility.
8	**CEO as Moral Advocate (Geopolitical & Export Control Constraints)**	U.S.–China geopolitical tensions and semiconductor export restrictions limit AMD's ability to access certain global markets. These regulatory constraints affect strategic expansion and international revenue opportunities.
9	**CEO as Dynamic Entrepreneur (Innovation Cost Intensity)**	Sustaining competitiveness in advanced semiconductor technologies requires continuous and large-scale R&D investment. The escalating innovation race in AI accelerators, high-performance computing, and advanced packaging significantly increases financial pressure.
10	**CEO as Role Model (Succession & Leadership Continuity Risk)**	AMD's strategic turnaround is closely associated with Lisa Su's leadership identity. Excessive reliance on a single executive figure may create long-term succession and governance challenges if leadership transition is not carefully managed.

6.1.3 Opportunities of Lisa Su, CEO of Advanced Micro Devices, Inc:

The following section outlines ten key opportunities of Lisa Su, Chief Executive Officer of Advanced Micro Devices, Inc. These opportunities are analyzed using the ten CEO Attributes/KPIs—Manager, Leader, Visionary, Technocrat, Financial Acumen, Strategic Decision Maker, Emotional Hero, Moral Advocate, Dynamic Entrepreneur, and Role Model—established in the "Newly Developed CEO Matrix and KPI Paper", providing a structured framework for evaluating executive leadership effectiveness [80].

Table 6: Opportunities of Lisa Su, CEO of Advanced Micro Devices, Inc, based on 10 identified CEOs KPIs

S. No.	Key Opportunities	Description
1	**CEO as Manager (Supply Chain Diversification Potential)**	AMD can strengthen operational resilience by expanding multi-foundry collaborations and diversifying manufacturing partnerships. Such diversification can reduce dependency on a single fabrication partner and improve supply chain stability during global disruptions.
2	**CEO as Leader (Expansion in AI and Data Center Markets)**	Rapid growth in artificial intelligence, cloud computing, and data center infrastructure provides major leadership opportunities for AMD. Increasing demand for high-performance processors allows the company to expand enterprise market share globally.
3	**CEO as Dynamic Visionary**	AMD's pioneering work in chiplet-based processor architecture offers a strategic opportunity to enhance scalability,

	(Advancement in Chiplet Architecture)	performance efficiency, and modular innovation across future CPU and GPU product generations.
4	**CEO as Technocrat (Growth of High-Performance Computing)**	Increasing demand for high-performance computing in scientific research, enterprise analytics, and supercomputing environments creates significant opportunities for AMD to expand its technological footprint.
5	**CEO as Financial Acumen (Diversification into High-Margin Segments)**	Expansion into adaptive computing, AI accelerators, and enterprise solutions can strengthen AMD's revenue diversification and increase profitability through higher-margin product segments.
6	**CEO as Strategic Decision Maker (Strategic Industry Partnerships)**	Collaborations with hyperscale cloud providers, OEM manufacturers, and enterprise technology firms create opportunities to expand AMD's ecosystem integration and market penetration.
7	**CEO as Emotional Hero (Brand Transformation and Market Trust)**	AMD's remarkable turnaround under Lisa Su has strengthened brand perception among investors, developers, and technology partners, reinforcing long-term confidence in the company's innovation capabilities.
8	**CEO as Moral Advocate (Sustainability and Energy-Efficient Computing)**	Growing global emphasis on environmentally sustainable computing systems creates opportunities for AMD to lead in energy-efficient processor design and ESG-aligned innovation strategies.
9	**CEO as Dynamic Entrepreneur (Expansion into Emerging Technology Markets)**	Emerging markets such as automotive AI, edge computing, and intelligent devices provide entrepreneurial growth opportunities beyond AMD's traditional PC and server processor markets.
10	**CEO as Role Model (Global Technology Leadership Influence)**	Lisa Su's global recognition as a technology leader enhances AMD's corporate reputation and strengthens its influence in shaping innovation culture and diversity within the semiconductor industry.

6.1.4 Challenges of Lisa Su, CEO of Advanced Micro Devices, Inc.:

The following section outlines ten key challenges of Lisa Su, Chief Executive Officer of Advanced Micro Devices, Inc.. These challenges are analyzed using the ten CEO Attributes/KPIs—Manager, Leader, Visionary, Technocrat, Financial Acumen, Strategic Decision Maker, Emotional Hero, Moral Advocate, Dynamic Entrepreneur, and Role Model—established in the "Newly Developed CEO Matrix and KPI Paper", providing a structured framework for evaluating executive leadership effectiveness [80].

Table 7: Challenges of Lisa Su, CEO of Advanced Micro Devices, Inc, based on 10 identified CEOs KPIs

S. No.	Key Challenges	Description
1	**CEO as Manager (Supply Chain Concentration Risk)**	AMD relies heavily on advanced semiconductor manufacturing facilities located in limited geographic regions. Any disruption caused by geopolitical conflicts or natural disasters could significantly affect production continuity.
2	**CEO as Leader (Intensifying Industry Competition)**	Major competitors possess extensive financial resources, established ecosystems, and integrated technology platforms, making it challenging for AMD to continuously sustain competitive advantage.

3	**CEO as Dynamic Visionary (Rapid Technological Evolution)**	Semiconductor technologies evolve rapidly, requiring continuous innovation and accurate forecasting of future computing architectures to prevent product obsolescence.
4	**CEO as Technocrat (Escalating Innovation Complexity)**	Developing advanced semiconductor architectures, AI accelerators, and heterogeneous computing platforms requires complex technological integration and sustained R&D investment.
5	**CEO as Financial Acumen (Rising Development and Production Costs)**	Shrinking transistor nodes and advanced packaging technologies significantly increase semiconductor design and manufacturing costs, placing pressure on financial resources.
6	**CEO as Strategic Decision Maker (Global Regulatory and Trade Barriers)**	Export restrictions and regulatory policies in global semiconductor trade can limit AMD's access to important international markets and restrict technological collaboration.
7	**CEO as Emotional Hero (Market Volatility and Investor Sensitivity)**	Semiconductor industry stocks are highly sensitive to economic cycles and quarterly earnings reports, often resulting in volatile investor sentiment and market fluctuations.
8	**CEO as Moral Advocate (Ethical Governance in AI Technologies)**	Growing concerns about ethical AI development, algorithmic bias, and responsible technology deployment increase regulatory scrutiny and governance responsibilities.
9	**CEO as Dynamic Entrepreneur (Startup and Niche Competitor Disruption)**	Emerging semiconductor startups specializing in AI accelerators and domain-specific processors are creating competitive pressure in specialized technology niches.
10	**CEO as Role Model (Leadership Visibility and Accountability Pressure)**	High public visibility and global recognition increase expectations for leadership transparency, corporate governance, and responsible innovation within the technology industry.

6.2 ABCD Analysis:

About ABCD Analysis

ABCD Analysis is a systematic analytical framework used to evaluate systems, ideas, strategies, products, services, and organizational models by examining four major dimensions: **Advantages, Benefits, Constraints, and Disadvantages**. The framework provides a structured approach for identifying key determinant issues and critical constituent elements that influence the effectiveness of a concept or strategy in a given context (Aithal (2016) [81]; Aithal & Shenoy (2016). [82]). In this approach, *advantages* represent the inherent strengths or favourable characteristics of a system, while *benefits* refer to the positive outcomes and value delivered to stakeholders through implementation (Frederick & Bhat (2022). [83]). On the other hand, *constraints* denote operational limitations, resource restrictions, or regulatory barriers that may affect successful implementation, whereas *disadvantages* highlight potential weaknesses or negative consequences associated with the system or strategy (Mendon & Aithal (2022). [84]). Through this structured four-factor evaluation, ABCD analysis assists researchers and managers in assessing feasibility, identifying strategic opportunities, and improving decision-making in complex organizational environments (Prabhu & Aithal (2023). [85]). Consequently, the ABCD framework has become an important qualitative and quantitative evaluation tool widely applied in business models, technology adoption, service innovation, and strategic management research (Agarwal & Mondal (2024). [86]).

6.2.1 Advantages of Lisa Su, CEO of Advanced Micro Devices Inc., from his Stakeholders' Perspectives:

Based on the scholarly analysis of the leadership of **Lisa Su** at **Advanced Micro Devices**, the following are six key advantages of her tenure as Chief Executive Officer from the perspectives of various stakeholders, including customers, investors, employees, policymakers, research collaborators, and the general public.

Table 8: Advantages of Lisa Su, CEO of Advanced Micro Devices (AMD), viewed from the perspectives of multiple stakeholders

S. No.	Key Advantages	Description
1	**Customers: High-Performance Products and Better Value**	Under the leadership of Lisa Su, AMD has significantly improved the performance and efficiency of its processors and graphics technologies. Through innovative product lines such as Ryzen and EPYC processors, customers benefit from powerful computing solutions at competitive prices, enhancing their overall computing experience in gaming, professional workloads, and cloud services.
2	**Investors: Strong Financial Turnaround and Shareholder Value**	From the perspective of investors, Lisa Su successfully transformed AMD from a financially struggling company into one of the most competitive semiconductor firms in the global market. Her strategic focus on high-margin products and advanced chip architectures led to significant revenue growth, improved profitability, and increased market valuation, thereby strengthening investor confidence.
3	**Employees: Culture of Innovation and Technical Excellence**	Lisa Su has cultivated a collaborative and innovation-driven work culture within AMD. By emphasizing research, engineering excellence, and professional development, she motivates employees to contribute creatively to the company's technological advancement while also improving job satisfaction and organizational commitment.
4	**Policymakers: Strengthening the Global Semiconductor Industry**	From a policymaker's perspective, AMD under Lisa Su contributes to technological advancement, economic growth, and global semiconductor competitiveness. The company's innovations support national strategies related to digital infrastructure, artificial intelligence development, and high-performance computing capabilities.
5	**Research Collaborators: Advancement of Computing Research**	Lisa Su actively encourages collaboration with universities, research institutions, and technology partners. These partnerships support cutting-edge research in semiconductor design, artificial intelligence, and high-performance computing, offering valuable opportunities for academic researchers and technological innovators.
6	**The Public: Technological Progress and Digital Transformation**	For the broader public, AMD's technological advancements contribute to faster and more efficient computing systems used in education, healthcare, entertainment, and scientific research. Lisa Su's leadership thus supports wider digital transformation and technological accessibility in modern society.

6.2.2 Benefits of Lisa Su, CEO of Advanced Micro Devices Inc., from his Stakeholders' Perspectives:

Based on the scholarly analysis of the leadership of **Lisa Su** at **Advanced Micro Devices**, the following are six key Benefits of her tenure as Chief Executive Officer from the perspectives of various stakeholders, including customers, investors, employees, policymakers, research collaborators, and the general public.

Table 9: Benefits of Lisa Su, CEO of Advanced Micro Devices (AMD), viewed from the perspectives of multiple stakeholders

S. No.	Key Benefits	Description

1	**Customers: Improved Product Performance and Reliability**	Customers benefit from AMD's high-performance processors and graphics technologies developed under Lisa Su's leadership. These products provide faster computing speed, better energy efficiency, and improved reliability for gaming, professional work, and data-center applications.
2	**Investors: Increased Shareholder Value**	Investors benefit from AMD's strong financial growth, rising market share, and increased profitability since Lisa Su became CEO. Her strategic decisions have significantly improved the company's stock value and investor confidence.
3	**Employees: Professional Growth and Innovation Culture**	Employees benefit from an innovative work environment that encourages creativity, collaboration, and research. Lisa Su supports talent development and empowers engineers and professionals to contribute to advanced semiconductor technologies.
4	**Policymakers: Strengthening the Semiconductor Ecosystem**	Policymakers benefit from AMD's contributions to technological development, economic growth, and job creation in the semiconductor industry. Lisa Su's leadership supports national and global technological competitiveness.
5	**Research Collaborators: Opportunities for Technological Collaboration**	Universities and research institutions benefit from AMD's partnerships in advanced computing research. These collaborations support innovation in areas such as artificial intelligence, high-performance computing, and semiconductor design.
6	**The Public: Access to Advanced Digital Technologies**	The general public benefits from AMD's technological innovations that power computers, cloud services, gaming systems, and AI applications. These advancements contribute to digital transformation and improved access to modern technology.

6.2.3 Constraints of Lisa Su, CEO of Advanced Micro Devices Inc , from his Stakeholders' Perspectives:

Based on the scholarly analysis of the leadership of **Lisa Su** at **Advanced Micro Devices**, the following are six key Constraints of her tenure as Chief Executive Officer from the perspectives of various stakeholders, including customers, investors, employees, policymakers, research collaborators, and the general public.

Table 10: Constraints of Lisa Su, CEO of Advanced Micro Devices (AMD), viewed from the perspectives of multiple stakeholders

S. No.	Key Constraints	Description
1	**Customers: Dependence on Manufacturing Partners**	AMD relies on external semiconductor manufacturers, such as foundries, for chip production. Any delay or limitation in manufacturing capacity can affect product availability for customers.
2	**Investors: Market Volatility in the Semiconductor Industry**	The semiconductor industry is highly cyclical and sensitive to global economic conditions. This creates uncertainty for investors regarding revenue growth and profitability despite strong leadership.
3	**Employees: High Pressure for Continuous Innovation**	Employees face constant pressure to innovate and deliver cutting-edge technologies in a highly competitive industry. This can lead to demanding workloads and high expectations for performance.
4	**Policymakers: Global Supply Chain Challenges**	Policymakers face challenges in managing global semiconductor supply chains. AMD's reliance on international manufacturing partners makes it vulnerable to geopolitical tensions and trade restrictions.

5	**Research Collaborators: Rapid Technological Changes**	Research partners must constantly adapt to rapidly evolving semiconductor technologies. This requires continuous investment in research resources and infrastructure.
6	**The Public: Limited Control Over Pricing and Market Dynamics**	Due to intense competition and supply constraints in the semiconductor market, pricing and product availability may fluctuate, affecting accessibility for the general public.

6.2.4 Disadvantages of Lisa Su, CEO of Advanced Micro Devices Inc , from his Stakeholders' Perspectives:

Based on the scholarly analysis of the leadership of **Lisa Su** at **Advanced Micro Devices**, the following are six key Disadvantages of her tenure as Chief Executive Officer from the perspectives of various stakeholders, including customers, investors, employees, policymakers, research collaborators, and the general public.

Table 11: Disadvantages of Lisa Su, CEO of Advanced Micro Devices (AMD), viewed from the perspectives of multiple stakeholders

S. No.	Key Disadvantages	Description
1	**Customers: Occasional Supply Shortages**	High demand for AMD processors and GPUs sometimes leads to product shortages in the market, which can inconvenience customers seeking immediate access to the latest technologies.
2	**Investors: Intense Competition with Industry Leaders**	AMD faces strong competition from major semiconductor companies such as Intel and NVIDIA, which may affect market share and investor expectations.
3	**Employees: Competitive Industry Stress**	The fast-paced and highly competitive semiconductor sector may create stress and performance pressure for employees working to maintain AMD's technological leadership.
4	**Policymakers: Dependence on Global Semiconductor Infrastructure**	AMD's reliance on international supply chains may limit the ability of policymakers to fully localize semiconductor production and ensure domestic technological independence.
5	**Research Collaborators: High Cost of Advanced Research**	Collaborative research in semiconductor technology requires significant financial investment and specialized infrastructure, which can limit participation for smaller institutions.
6	**The Public: Environmental Concerns of Semiconductor Production**	Semiconductor manufacturing involves high energy consumption and resource usage, raising environmental sustainability concerns that indirectly affect society.

6.3 PESTLE Analysis:

About PESTLE Analysis

PESTLE (or PESTEL) analysis is a strategic environmental-scanning framework used to systematically evaluate macro-level external forces—Political, Economic, Social, Technological, Legal, and Environmental—that influence an organization's strategic decisions and long-term performance. The framework enables organizations to understand how external macro-environmental conditions create opportunities and threats in dynamic business environments. For instance, PESTLE analysis has been widely applied in strategic management to assess environmental factors influencing organizational planning and policy formulation (Yüksel (2012). [87]). Similarly, the framework supports strategic planning by helping organizations identify and evaluate macro-environmental trends that affect competitiveness and decision-making (Perera (2017). [88]). Furthermore, recent studies highlight that

global crises such as the COVID-19 pandemic have expanded the relevance of the PESTLE framework by emphasizing the role of health-related environmental factors in policy and strategic analysis (Vivek (2024). [89]).

6.3.1 PESTL Analysis for AMD under the Leadership of Lisa Su:

PESTL analysis examines the macro-environmental factors that influence an organization's strategic decisions and performance. In the case of Advanced Micro Devices, the framework helps analyse the political, economic, social, technological, and legal forces affecting the company under the leadership of Lisa Su. Since becoming CEO in 2014, Su has led AMD's strategic transformation by focusing on high-performance computing, data-center processors, and artificial intelligence technologies, while navigating global semiconductor competition and regulatory challenges (Advanced Micro Devices, Inc. (2024). [90]).

PESTL Analysis of Lisa Su as CEO of AMD:

(1) Political Environment:

The semiconductor industry is strongly influenced by geopolitical policies, government regulations, and international trade relations. As CEO of AMD, Lisa Su must navigate political issues such as export restrictions, semiconductor supply chain policies, and national technology strategies. Governments around the world increasingly view semiconductor manufacturing as a strategic industry, leading to regulations and subsidies that directly affect AMD's operations. For instance, the U.S. government has introduced export controls on advanced chips to certain countries, which can influence AMD's global sales and partnerships. At the same time, government initiatives supporting domestic semiconductor production create opportunities for AMD to collaborate with policymakers and benefit from industry incentives.

(2) Economic Environment:

Economic factors such as global demand for computing power, investment in artificial intelligence infrastructure, and fluctuations in the semiconductor market significantly affect AMD's business performance. Under Lisa Su's leadership, AMD has experienced substantial financial growth and expanded its presence in high-performance computing, gaming, and data-center markets. The global demand for AI chips and data-center processors is expected to grow rapidly, creating major economic opportunities for AMD. However, the semiconductor industry is cyclical and sensitive to global economic conditions, which means AMD must continuously manage costs, investments, and supply chain fluctuations.

(3) Social Environment:

Social factors such as workforce skills, technological adoption, and diversity influence AMD's organizational culture and market positioning. Lisa Su has emphasized building a culture of innovation and empowering employees to contribute to technological advancements. The increasing societal demand for digital technologies, artificial intelligence, and high-performance computing has also increased the relevance of AMD's products in everyday life. Additionally, AMD's global workforce, including thousands of engineers across different countries, reflects the growing importance of diverse talent in driving technological innovation and competitiveness.

(4) Technological Environment:

Technological advancement is the most critical factor influencing AMD's strategy. Lisa Su has focused heavily on research and development to maintain AMD's competitiveness in processors, GPUs, and AI computing technologies. The company's innovations, such as chiplet-based processor architecture and high-performance computing solutions, have enabled AMD to compete effectively with major industry players. Furthermore, the rapid expansion of artificial intelligence applications has created a new technological era requiring massive computing power, encouraging AMD to develop advanced AI infrastructure and integrated computing systems.

(5) Legal Environment

The semiconductor industry operates under strict legal regulations related to intellectual property rights, patents, international trade laws, and technology licensing. AMD must comply with global legal frameworks governing semiconductor design, manufacturing partnerships, and product distribution. Lisa Su's leadership requires ensuring that AMD protects its intellectual property while also respecting legal agreements with partners and competitors. Additionally, antitrust laws, export regulations, and

international trade policies shape how AMD competes in global markets and collaborates with technology companies.

7. KPI'S (KEY PERFORMANCE INDICATORS) OF LISA SU AS CEO OF ADVANCED MICRO DEVICES :

Based on the **Newly Developed CEO Matrix and KPI framework** proposed by (P. S. Aithal (2023). [80]). and the strategic transformation achieved during her tenure, the following is a detailed discussion of the **Key Performance Indicators (KPIs)** for Lisa Su as CEO of AMD.

(1) Classification within the CEO Matrix:

According to the Newly Developed CEO Matrix, Lisa Su can be categorized as a **Super Strategist (Quadrant 4)**. This quadrant represents CEOs who demonstrate **High Leadership Skills and High Financial Acumen**.

- **Leadership Evidence:** Lisa Su revitalized AMD through a clear technological roadmap, focusing on high-performance computing, advanced semiconductor architectures, and strong research-driven innovation. Her leadership has strengthened AMD's global competitiveness in CPUs, GPUs, and data-center technologies.
- **Financial Acumen Evidence:** Under her leadership, AMD experienced strong financial growth, significant revenue expansion, and increased market capitalization, demonstrating her ability to align technological innovation with profitable business strategies.

(2) Analysis of Key Performance Indicators (KPIs):

The CEO Matrix framework indicates that CEO effectiveness is reflected through measurable KPIs related to leadership, financial performance, innovation, and strategic positioning. Lisa Su's performance can be analyzed through the following KPIs:

A. Financial Growth and Shareholder Value

Financial performance is a major KPI reflecting a CEO's financial management capability.

- **Revenue Growth:** Under Lisa Su's leadership, AMD's annual revenue increased significantly, reflecting strong demand for its processors and computing solutions.
- **Market Capitalization:** AMD's market value expanded dramatically during her tenure, indicating improved investor confidence and stronger shareholder value.
- **Profitability and Margins:** Improved operating margins and profitability demonstrate effective cost management and strategic investments in product development.

B. Product Innovation and Technology Leadership

Innovation is a critical KPI in the semiconductor industry.

- **Advanced Chip Architecture:** Lisa Su led the development and commercialization of innovative processor architectures such as **Zen-based CPUs**, which significantly improved AMD's performance and efficiency.
- **Research and Development (R&D):** AMD increased investment in research and development to maintain technological leadership in high-performance computing.
- **New Product Launches:** Successful launches of new processors, GPUs, and data-center solutions strengthened AMD's competitive position in the technology market.

C. Market Expansion and Competitive Position

Another important KPI is the CEO's ability to expand market presence and compete effectively.

- **Market Share Growth:** AMD regained substantial market share in both the consumer and data-center processor markets.
- **Strategic Partnerships:** The company strengthened collaborations with major technology firms, cloud service providers, and hardware manufacturers.
- **Global Brand Reputation:** AMD's brand image improved significantly, positioning the company as a major competitor in the semiconductor industry.

D. Operational Efficiency and Strategic Management

Operational performance reflects how efficiently a CEO manages resources and business processes.

- **Supply Chain Management:** Lisa Su successfully navigated global semiconductor supply constraints through strategic planning and partnerships.

• **Cost Optimization:** Improved operational efficiency and optimized production processes helped enhance profitability.
• **Strategic Acquisitions:** AMD expanded its technological capabilities through acquisitions that strengthened its data-center and computing solutions portfolio.

E. Organizational Culture and Talent Development

Human capital development is another key KPI highlighted in the CEO matrix framework.

• **Employee Engagement:** Lisa Su fostered a culture of innovation, collaboration, and performance excellence within AMD.
• **Talent Attraction:** Her leadership attracted top engineering and research talent to the organization.
• **Leadership Development:** Strong internal leadership pipelines and technical teams have contributed to AMD's sustained innovation.

F. Long-Term Strategic Sustainability

Sustainable growth and long-term competitiveness are essential KPIs for a successful CEO.

• **Technological Roadmap:** AMD maintains a clear long-term roadmap for processor development and computing technologies.
• **Industry Leadership:** The company continues to expand into emerging sectors such as artificial intelligence, high-performance computing, and cloud infrastructure.
• **Sustainable Competitive Advantage:** Lisa Su's strategic decisions have positioned AMD as a major player capable of competing with leading semiconductor firms globally.

(3) Practical Interpretation of the Matrix:

Applying the **Aithal ABCD Analysis framework** to Lisa Su's KPI performance:

• **Benefit:** Her strong leadership and financial strategy have resulted in **rapid technological innovation, revenue growth, and improved investor confidence**.
• **Constraint:** Operating in the semiconductor industry requires continuous innovation and heavy R&D investment, making it essential for AMD to maintain technological leadership amid intense global competition.

8. COMPARISON WITH COMPETITORS :

Based on recent performance data and the established CEO Matrix [80], here is a detailed comparison of Lisa Su (AMD) with her primary semiconductor industry counterparts: Jensen Huang (Nvidia), Lip-Bu Tan (Intel), and Cristiano Amon (Qualcomm).

(1) Strategic Positioning in the CEO Matrix:

Applying the Aithal CEO Matrix framework [80; 90-96], we can categorize these leaders based on their current strategic focus and market outcomes:

Table 12: Strategic Positioning in the CEO Matrix

CEO	Company	Matrix Quadrant	Strategic Focus
Lisa Su	AMD	**Super Strategist**	Driving AI chip market share through Instinct GPU accelerators and EPYC CPUs, while balancing R&D investment with margin expansion.
Jensen Huang	Nvidia	**Super Strategist**	Maintaining full-stack AI ecosystem dominance through CUDA software moat, H100/B200 hardware, and Sovereign AI push.
Lip-Bu Tan	Intel	**Visionary Leader**	Rebuilding Intel's foundry credibility (Intel 18A node), restoring customer trust, and refocusing chip design strategy.
Cristiano Amon	Qualcomm	**Financial Strategist**	Diversifying beyond mobile into Edge AI, PC compute (Snapdragon X Elite), and automotive segments to offset Apple insourcing risk.

(2) Performance Metrics Comparison (FY 2025):

The following table compares the CEOs based on the latest reported annual financial results for the fiscal year 2025 period:

Table 13: Performance Metrics Comparison (FY 2025)

Key Performance Indicator	Lisa Su (AMD)	Jensen Huang (Nvidia)	Lip-Bu Tan (Intel)	Cristiano Amon (Qualcomm)
Annual Revenue (FY25)	$34.6B (+34% YoY)	$130.5B (+114% YoY)	~$53B (declining ~2% YoY)	~$45B (+18% YoY)
Net Income (GAAP)	$2.5B (+42% YoY)	$72.9B (+145% YoY)	Net Loss (~$18.8B)	~$10.1B
Gross Margin (Non-GAAP)	52%	~75%	~39%	~55%
Data Center / AI Revenue Growth	$12.6B Data Center (+94% YoY)	$115.2B Data Center (+142%)	Declining; AI nascent	Edge AI expansion
Market Capitalization (2025)	~$200B+	~$3.3 Trillion	~$90B (down ~45%)	~$170B
Revenue 5-Year CAGR	~38% (FY20–FY25)	~70%+ (FY20–FY25)	Negative (declining)	~12–15%

(3) Comparative Leadership Styles:

Lisa Su (The "Turnaround Champion")

- **Defining Trait:** Technical depth combined with product-market precision. Su joined AMD in 2012 and became CEO in 2014 when the company had less than $1B in cash and faced existential risk.
- **Key Achievement:** Spearheaded AMD's Instinct MI300X AI accelerator launch, securing multi-billion dollar supply agreements with Microsoft, OpenAI, Meta, and Oracle in FY 2025—positioning AMD as the primary alternative to Nvidia in AI data centers.
- **Challenge:** Closing the CUDA software ecosystem gap. Nvidia's deeply entrenched developer platform remains the key barrier to AMD capturing greater AI chip market share despite hardware parity.

Jensen Huang (The "Ecosystem Architect")

- **Defining Trait:** Long-horizon platform thinking. Huang co-founded Nvidia in 1993 and has led a 30-year transformation from a graphics card maker to the world's most valuable semiconductor company.
- **Key Strategy:** Built CUDA as a developer moat over two decades, creating a software ecosystem that rivals struggle to replicate. Under Huang, Nvidia reached a $3.3 trillion market cap in 2025, the world's largest at that time.

Lip-Bu Tan (The "Credibility Restorer")

- **Defining Trait:** Methodical external operator with deep EDA and IP credibility. Took the Intel helm in March 2025 after inheriting a company that lost ~45% of its stock value in 2024.
- **Key Strategy:** Focused on Intel's foundry business (Intel 18A process node) to attract external customers, restore engineering culture, and prioritize profitable core segments over diversified revenue streams.

Cristiano Amon (The "Diversification Strategist")

- **Defining Trait:** Systematic expansion beyond Qualcomm's smartphone stronghold into PC, automotive, and Edge AI segments.

- **Key Strategy:** Snapdragon X Elite chip launch directly challenges Apple Silicon and AMD Ryzen in PCs. Amon's tenure is defined by disciplined margin management and long-term portfolio repositioning despite near-term Apple insourcing risk.

(4) Summary Analysis:

While Lisa Su's AMD maintains a compelling ~38% five-year revenue CAGR and has emerged as the most credible AI chip challenger, Nvidia's Jensen Huang leads in absolute scale, gross margin, and ecosystem depth—with Data Center revenue alone exceeding AMD's total revenue by over 3x. Su's tenure is marked by a historic pivot from near-bankruptcy to a $200B+ enterprise, with rising AI accelerator revenue and landmark cloud partnerships now defining AMD's next chapter.

9. LISA SU, CEO OF ADVANCED MICRO DEVICES (AMD) AND CEO PERFORMANCE MATRIX :

Based on the Newly Developed CEO Matrix [80] and the performance data of Lisa Su, the President and CEO of Advanced Micro Devices (AMD), her performance can be evaluated across the two key parameters defined in other published papers [80; 90-97]: **Leadership Skills** and **Financial Acumen**.

(1) Classification within the CEO Matrix:

Lisa Su can be categorized as a **Super Strategist (Quadrant 4)**. This quadrant represents leaders who possess a high degree of both leadership skills and financial acumen.

- **High Leadership Skills:** Su has successfully transformed AMD from a company near bankruptcy in 2014 into a $200B+ global semiconductor leader by 2025. Her "chip-first" philosophy, hands-on technical involvement in product launches, and ability to inspire engineering teams reflect outstanding visionary leadership. Her landmark partnerships with Microsoft, Meta, OpenAI, and Oracle for the MI300X accelerator highlight her capacity to build strategic alliances at the highest levels.
- **High Financial Acumen:** She has demonstrated strong strategic financial planning and capital allocation discipline. By focusing R&D investment on high-margin Data Center and AI segments, AMD's Data Center revenue grew 94% YoY in FY2024, reaching $12.6B. Gross margins (non-GAAP) expanded to 52% in FY2025, and Net Income (GAAP) grew 42% YoY—demonstrating sustained cost discipline alongside aggressive growth investment.

(2) KPI Evaluation Based on the Aithal Framework:

The paper identifies several attributes that characterize a "Super Strategist". Su's performance aligns with these key areas:

- **Strategic Thinking & Decision Making:** Su made the strategic bet on EPYC server CPUs in 2017 at a time when AMD had near-zero data center presence. By FY2025, EPYC holds over 23% of the x86 server CPU market—an extraordinary gain against Intel's entrenched position. Her decision to enter the AI accelerator market with the MI300X, timed to peak hyperscaler demand in 2024–2025, demonstrates superior forward-looking market intelligence.
- **Financial Expertise & Forecasting:** Under Su's tenure, AMD's revenue grew from $3.99B (FY2014) to $34.6B (FY2025)—a ~767% increase over 11 years. Non-GAAP gross margin improved from ~35% in 2014 to 52% in 2025, reflecting disciplined product mix management. AMD's market capitalization grew from approximately $3B to over $200B—representing one of the greatest value-creation journeys in semiconductor history.
- **Technological Integration:** Su's focus on the "chiplet" architecture (packaging multiple dies on a single package) as AMD's manufacturing strategy became the industry standard and enabled AMD to leapfrog Intel in CPU performance per watt. This aligns directly with the "Technocrat" attributes described in the Aithal paper [81], utilizing deep technological acumen to achieve structural competitive advantage.
- **Talent Development & Organizational Culture:** Su rebuilt AMD's engineering talent pipeline through targeted acquisitions (Xilinx in 2022 for $49B, adding FPGA capabilities) and by fostering a culture of technical excellence. The Xilinx acquisition added over 5,000

engineers and expanded AMD's total addressable market by $135B in adaptive computing segments.

- **Stakeholder Communication & Investor Confidence:** Su is recognized as one of the most technically credible CEO communicators in the semiconductor industry, personally delivering chip architecture explanations at AMD financial analyst days. She was named TIME CEO of the Year (2024), Forbes 10th Most Powerful Woman globally (2025), and TIME's "Architects of AI" (December 2025)—reflecting her cross-stakeholder impact.

(3) ABCD Analysis Summary:

Applying the ABCD analysis framework discussed in the Aithal paper [81] to Su's leadership:

- **Advantages & Benefits:** Su's balanced skill set—combining deep technical credibility with financial discipline—has led to exceptional investor confidence, transformational market share gains, and AMD's emergence as a tier-1 AI semiconductor supplier. Her leadership has directly improved AMD's long-term competitive positioning against both Intel (in CPUs) and Nvidia (in AI accelerators).
- **Constraints & Disadvantages:** As noted in the paper [70], even Super Strategists face structural constraints. For Su, the primary challenge is overcoming Nvidia's CUDA software ecosystem—a developer moat built over 15+ years that cannot be replicated through hardware excellence alone. AMD's ROCm software platform, while improving, still lags CUDA in breadth, maturity, and developer adoption, limiting AMD's AI accelerator revenue ceiling.

Lisa Su's performance as a **"Super Strategist" (Quadrant 4)** at AMD is defined by a rare combination of engineering-level technical mastery and boardroom-grade financial execution. In contrast, Jensen Huang (Nvidia) is also a **"Super Strategist"** but operates at a scale and ecosystem depth that reflects a longer compounding runway—while Lip-Bu Tan (Intel) is best characterized as a **"Visionary Leader"** (Quadrant 3) given his strong strategic vision for Intel's foundry reinvention, but still rebuilding the financial execution track record needed to qualify as a full Super Strategist.

Table 14: Comparative Performance Table (FY 2025)

Parameter	Lisa Su (AMD)	Jensen Huang (Nvidia)	Lip-Bu Tan (Intel)	Cristiano Amon (Qualcomm)
Matrix Type	Super Strategist (Q4)	Super Strategist (Q4)	Visionary Leader (Q3)	Financial Strategist (Q2)
Annual Revenue (FY25)	$34.6B (+34% YoY)	$130.5B (+114% YoY)	~$53B (declining)	~$45B (+18% YoY)
Non-GAAP Gross Margin	52%	~75%	~39%	~55%
Market Cap (2025)	~$200B+	~$3.3 Trillion	~$90B	~$170B
R&D as % of Revenue	~24% (growth-focused)	~10% (efficient scale)	~30% (rebuild phase)	~20%
Expense Ratio / OpEx Discipline	Improving; 52% GM vs 35% in 2014	Best-in-class; 75% GM	High; GM declining to 39%	Stable; 55% GM

Key Differentiators in Leadership Strategy:

(1) Lisa Su (AMD): The "Super Strategist" of Semiconductor Reinvention:

Su's strategy centers on a portfolio pivot from a consumer-focused CPU company to a data-center and AI-first platform. She is aggressively scaling the Instinct MI300X/MI350 AI accelerator family, targeting data center GPU revenue to reach $20B+ by FY2026. Her leadership is characterized by the "chiplet" architectural innovation and the $49B Xilinx acquisition—expanding AMD's total addressable

market into adaptive computing, FPGAs, and embedded systems that now complement the core CPU/GPU business.

(2) Jensen Huang (Nvidia): The "Super Strategist" of Full-Stack AI Dominance:

Huang is widely recognized for his forward-looking approach to AI as a new computing paradigm. His focus on building Nvidia not as a chip company but as a full-stack AI infrastructure provider—encompassing hardware (H100/B200 GPUs), networking (InfiniBand/NVLink), software (CUDA, cuDNN), and services (DGX Cloud)—creates a defensible ecosystem that goes far beyond component supply. Under his tenure, Nvidia achieved the highest gross margins in large-cap semiconductor history (~75%), demonstrating unrivaled pricing power.

(3) Lip-Bu Tan (Intel): The "Visionary Leader" of Foundry Reinvention:

Tan brings credibility earned from transforming Cadence Design Systems into a global EDA leader. His Intel strategy prioritizes the 18A process node as the critical proof point for Intel Foundry Services (IFS) to attract external fabless customers—a fundamentally different revenue model from Intel's historical vertically integrated approach. Unlike Su, who benefits from positive momentum, Tan must execute a turnaround under intense scrutiny with less room for missteps.

(4) Cristiano Amon (Qualcomm): The "Financial Strategist" of Platform Diversification:

Amon focuses on disciplined revenue diversification and margin protection. His performance is marked by Qualcomm's successful entry into PC computing with the Snapdragon X Elite chip, which competes directly with Apple Silicon and AMD Ryzen AI 300 in thin-and-light laptops. Amon's strategy prioritizes maintaining high profitability (~55% gross margin) while systematically reducing Qualcomm's dependence on a single customer (Apple) through IoT, automotive, and industrial expansion.

(i) **Strengthen Sustainable and Energy-Efficient Technology Development:** The semiconductor industry consumes significant energy and resources; therefore, leaders should prioritize environmentally sustainable innovation. AMD should continue investing in energy-efficient processor architectures, advanced packaging technologies, and low-power computing systems to reduce the carbon footprint of data centers and computing infrastructures. Sustainable chip design can help align corporate strategy with global environmental goals and ESG standards.

(ii) **Promote Ethical Governance in Artificial Intelligence Technologies:** As AI computing becomes a core business area, ethical governance frameworks should be strengthened to address issues such as algorithmic bias, responsible AI deployment, and data security. Establishing clear ethical guidelines and transparency in AI development will enhance public trust and ensure compliance with emerging global technology regulations.

(iii) **Diversify Global Supply Chains for Long-Term Resilience:** Heavy reliance on a limited number of semiconductor fabrication partners creates supply chain vulnerability. Strategic diversification of manufacturing partnerships and geographical production locations will improve operational resilience and protect the company from geopolitical disruptions, trade restrictions, or natural disasters affecting chip manufacturing.

(iv) **Strengthen Strategic Ecosystem Partnerships:** Collaboration with hyperscale cloud providers, research institutions, and technology partners can accelerate innovation in high-performance computing and artificial intelligence. Expanding partnerships across the semiconductor ecosystem will support technology co-development, improve market reach, and create sustainable competitive advantage.

(v) **Promote Ethical Organizational Culture and Inclusive Leadership:** Sustainable leadership requires strong internal governance and inclusive workplace practices. Leaders should emphasize diversity, employee empowerment, ethical communication, and transparent decision-making to create a responsible corporate culture that supports long-term innovation and stakeholder trust.

(vi) **Encourage Long-Term Innovation Investment and Responsible Growth:** Sustained investment in research and development is essential for maintaining technological leadership in the semiconductor industry. Strategic allocation of financial resources toward emerging

technologies such as AI accelerators, edge computing, and high-performance processors will support responsible growth while ensuring long-term competitiveness.

Table 15: Summary of Recommendations for Sustainable Leadership

Strategy Pillar	KPI Focus (Aithal Matrix)	Expected Outcome
Sustainable Technology Innovation	Technocrat & Innovator KPIs	Development of energy-efficient processors and sustainable computing solutions that reduce environmental impact and strengthen technological leadership.
Ethical Artificial Intelligence Governance	Ethical Leader & Policy Strategist KPIs	Responsible AI development with transparency, fairness, and regulatory compliance, improving stakeholder trust and corporate reputation.
Global Supply Chain Diversification	Strategic Leader & Risk Manager KPIs	Reduced operational risks and improved resilience against geopolitical disruptions and semiconductor supply shortages.
Strategic Industry Partnerships	Collaborator & Ecosystem Builder KPIs	Stronger innovation ecosystem through collaborations with cloud providers, research institutions, and technology partners.
Inclusive and Ethical Organizational Culture	Human Resource Leader KPIs	Higher employee engagement, diverse talent development, and a transparent ethical work culture supporting sustainable leadership.
Long-Term R&D and Innovation Investment	Financial Strategist & Visionary KPIs	Continuous technological advancement, competitive advantage in AI and high-performance computing markets, and sustainable corporate growth.

11. CONCLUSION :

The analysis of the leadership of Lisa Su at Advanced Micro Devices demonstrates how strategic leadership, technological expertise, and financial discipline can transform an organization operating in a highly competitive technology industry. Since assuming the role of CEO in 2014, Su has successfully repositioned AMD from a struggling semiconductor firm into a globally competitive technology company with strong growth in revenue, market capitalization, and innovation capability. Through strategic investments in research and development, the introduction of advanced processor architectures, and the expansion into high-performance computing and data-center markets, she has significantly strengthened AMD's competitive position against industry leaders such as Intel and Nvidia. The application of analytical frameworks such as SWOC analysis, PESTLE analysis, ABCD stakeholder analysis, and the CEO Performance Matrix indicates that Su's leadership aligns with the characteristics of a "Super Strategist," combining strong leadership skills with high financial acumen to achieve sustainable organizational growth.

Furthermore, the study highlights that CEO leadership plays a critical role in shaping organizational culture, innovation capacity, and long-term strategic direction. Under Su's leadership, AMD not only improved financial performance but also strengthened its technological ecosystem through strategic acquisitions, partnerships, and talent development initiatives. Despite these achievements, the analysis also indicates ongoing strategic challenges, particularly the need to strengthen software ecosystems and maintain technological competitiveness in rapidly evolving AI and semiconductor markets. Overall, this study demonstrates that effective CEO leadership—supported by strategic vision, technological competence, and stakeholder-oriented decision-making—can significantly influence firm performance and competitive advantage. Future research may further explore how leadership approaches similar to

those demonstrated by Lisa Su can support sustainable innovation and ethical leadership practices in the global semiconductor industry.

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