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Economy and How To Make

**How Networked Markets
Are Transforming The
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You Markets Are Transforming The

What do Google, Snapchat, Tinder, Amazon, and Uber have in common, besides soaring market share? They're platforms - a new business model that has

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quietly become the only game in town, creating vast fortunes for its founders while dominating everyone's daily life. A platform, by definition, creates value by facilitating an exchange between two or more interdependent

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groups. So, rather than making things, they simply connect people. The Internet today is awash in platforms - Facebook is responsible for nearly 25 percent of total Web visits, and the Google platform crash in 2013

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took about 40 percent of Internet traffic with it. Representing the ten most trafficked sites in the U.S., platforms are also prominent over the globe; in China, they hold the top eight spots in web traffic rankings. The

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advent of mobile computing and its ubiquitous connectivity have forever altered how we interact with each other, melding the digital and physical worlds and blurring distinctions between "offline" and "online." These

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platform giants are expanding their influence from the digital world to the whole economy. Yet, few people truly grasp the radical structural shifts of the last ten years. In Modern Monopolies, Alex Moazed and Nicholas L.

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Johnson tell the definitive story of what has changed, what it means for businesses today, and how managers, entrepreneurs, and business owners can adapt and thrive in this new era.

The first era of the digital age

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*spanned mainframes,
minicomputers, the personal
computer, the Internet, the World
Wide Web, social media,
mobility, the cloud, and big data.
We're now entering a second era
where digital technologies*

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permeate everything. Such inventions as machine learning, robotics, drones, software robots or "bots," process automation, and additive manufacturing are accelerating new types of platforms on which to build digital

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engines of the global economy.

*This second era has weighty
implications for enterprise
strategy and architecture. New
business models will disrupt most
industries and provide platforms
for innovation for decades to*

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*come. This book looks at
blockchain technologies as
foundational to the governance
and widespread adoption of
these innovations--digital
identities, data analytics, artificial
intelligence, the Internet of*

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Things, autonomous vehicles, distributed energy infrastructure, and quantum computing. Every organization can finally become a truly digital entity if its leaders are prepared. This book is designed to prepare them for the waves of

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creative destruction ahead.
*"Platform Scale explains the
design of a family of emerging
digital business models that
enables today's startups to
achieve rapid scale: the platform
business model. The many*

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*manifestations of the platform
business model - social media,
the peer economy,
cryptocurrencies, APIs and
developer ecosystems, the
Internet of things, crowdsourcing
models, and many others - are*

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*becoming increasingly relevant.
Yet, most new platform ideas fail
because the business design and
growth strategies involved in
building platforms are not well
understood. Platform scale is a
builder's manual for anyone*

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*building a platform business
today. It lays out a structured
approach to designing and
growing a platform business
model and addressess the key
factors that lead to the success
and failure of these*

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businesses."--back cover.

*A practical guide to the new
economy that is transforming the
way we live, work, and play.*

Uber. Airbnb. Amazon. Apple.

*PayPal. All of these companies
disrupted their markets when they*

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launched. Today they are industry leaders. What's the secret to their success? These cutting-edge businesses are built on platforms: two-sided markets that are revolutionizing the way we do business. Written by three

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*of the most sought-after experts
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Revolution is the first
authoritative, fact-based book on
platform models. Whether
platforms are connecting sellers
and buyers, hosts and visitors, or*

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*drivers with people who need a
ride, Geoffrey G. Parker,
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Marshall W. Van Alstyne, and
Sangeet Paul Choudary reveal
the what, how, and why of this
revolution and provide the first
"owner's manual" for creating a*

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Platform Revolution teaches
newcomers how to start and run
a successful platform business,
explaining ways to identify prime
markets and monetize networks.
Addressing current business

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leaders, the authors reveal strategies behind some of today's up-and-coming platforms, such as Tinder and SkillShare, and explain how traditional companies can adapt in a changing marketplace. The

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authors also cover essential issues concerning security, regulation, and consumer trust, while examining markets that may be ripe for a platform revolution, including healthcare, education, and energy. As digital

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*networks increase in ubiquity,
businesses that do a better job of
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*how they will irrevocably alter the
lives and careers of millions.*

Book Review

*Platform Revolution: How
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Integrating Ecosystems in*

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education writer comes a
paradigm-shifting
examination of the

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*rapidly changing world
of college that every
parent, student,
educator, and investor
needs to understand.
Over the span of just
nine months in 2011 and*

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2012, the world's most famous universities and high-powered technology entrepreneurs began a race to revolutionize higher education.

College courses that had

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*been kept for centuries
from all but an elite
few were released to
millions of students
throughout the world—for
free. Exploding college
prices and a flagging*

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*global economy, combined
with the derring-do of a
few intrepid innovators,
have created a dynamic
climate for a total
rethinking of an
industry that has*

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*remained virtually
unchanged for a hundred
years. In The End of
College, Kevin Carey, an
education researcher and
writer, draws on years
of in-depth reporting*

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*and cutting-edge
research to paint a
vivid and surprising
portrait of the future
of education. Carey
explains how two
trends—the skyrocketing*

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*cost of college and the
revolution in
information
technology—are
converging in ways that
will radically alter the
college experience,*

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*upend the traditional
meritocracy, and
emancipate hundreds of
millions of people
around the world.
Insightful, innovative,
and accessible, The End*

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of College is a must-
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read, and an important
contribution to the
developing conversation
about education in this
country.

* Our summary is short,

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allows you to have the
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this summary, you will
understand the nature of*

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*the economic, social,
and political revolution
brought about by the
emergence of internet
platforms. *You will
also learn : how their
structure and operation*

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*are changing traditional
economic patterns; how
the platforms appear and
are managed; how society
is reacting to the
shortcomings sometimes
engendered by this*

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*revolution; what
developments are in the
pipeline for the near
future. *In March 2000,
the Internet bubble
burst and thousands of
companies disappeared,*

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taking with them this
"new economy". However,
a few years later,
Google, Amazon, Uber,
Airbnb and Ebay became
the global giants we
know. The authors of

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successes and provide a*

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*Many of the most dynamic
public companies, from
Alibaba to Facebook to
Visa, and the most
valuable start-ups, such
as Airbnb and Uber, are
matchmakers that connect*

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*one group of customers
with another group of
customers. Economists
call matchmakers
multisided platforms
because they provide
physical or virtual*

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*platforms for multiple
groups to get together.
Dating sites connect
people with potential
matches, for example,
and ride-sharing apps do
the same for drivers and*

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*riders. Although
matchmakers have been
around for millennia,
they're becoming more
and more popular—and
profitable—due to
dramatic advances in*

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*technology, and a lot of
companies that have
managed to crack the
code of this business
model have become
today's power brokers.
Don't let the flashy*

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*successes fool you,
though. Starting a
matchmaker is one of the
toughest business
challenges, and almost
everyone who tries to
build one, fails. In*

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Matchmakers, David Evans
Economy and How To Make
and Richard Schmalensee,
Them Work For You
two economists who were
among the first to
analyze multisided
platforms and discover
their principles, and

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who've consulted for
some of the most
successful platform
businesses in the world,
explain how matchmakers
work best in practice,
why they do what they

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do, and how
Entrepreneurs can
improve their chances
for success. Whether
you're an entrepreneur,
an investor, a consumer,
or an executive, your

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future will involve more
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and more multisided
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platforms, and
Matchmakers—rich with
stories from platform
winners and losers—is
the one book you'll need

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this appealing but
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challenges and
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activities, using
carefully selected
examples from leading
companies and economies
that shape world
business today and*

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tomorrow. Digital
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entrepreneurship and the
companies steering it
have an enormous global
impact; they promise to
transform the business
world and change the way

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*we communicate with each
other. These companies
use digitalization and
artificial intelligence
to enhance the quality
of decisions and augment
their business and*

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customer operations.

*This book demonstrates
how cloud services are
continuing to evolve;
how cryptocurrencies are
traded in the banking
industry; how platforms*

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*are created to
commercialize business,
and how, taken together,
these developments
provide new
opportunities in the
digitalized era.*

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Further, it discusses a wide range of digital factors changing the way businesses operate, including artificial intelligence, chatbots, voice search, augmented

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*and virtual reality, as
well as cyber threats
and data privacy
management.*

*“Digitalization mirrors
the Industrial
Revolution’s impact.*

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*This book provides a
complement of
perspectives on the
opportunities emanating
from such a deep seated
change in our economy.
It is a comprehensive*

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*collection of thought
leadership mapped into a
very useful framework.
Scholars, digital
entrepreneurs and
practitioners will
benefit from this timely*

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work.” Gina O’Connor,
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defines and delineates
the requirements for
companies to enable

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*their businesses to
succeed in a post-
COVID19 world. This book
deftly examines how to
accomplish and achieve
digital entrepreneurship
by leveraging cloud*

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Connection at
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"This book provides
digital entrepreneurs
useful guidance

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*identifying, validating
and building their
venture. The
international authors
developed new
perspectives on digital
entrepreneurship that*

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*can support to create
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impact ventures.” Felix
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Staeritz, CEO

*FoundersLane, Member of
the World Economic Forum
Digital Leaders Board
and bestselling author*

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Platform Ecosystems is a hands-on guide that offers a complete

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roadmap for designing and
orchestrating vibrant software
platform ecosystems. Unlike
software products that are
managed, the evolution of
ecosystems and their myriad
participants must be

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and evolutionary biology to

leverage ecosystem dynamics

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future-proof platforms and apps

and amplify these choices

through governance Evolve

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elementary, junior high, and
senior high school students.
How Strategy Works in an
Interconnected, Automated
World Leaders already know that
the classic approach to
strategy--analyze, plan,

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execute--is losing relevance. But they don't yet know what replaces it. As everyone and everything becomes more interconnected and digitized, how do you operate, compete, and win? Ming Zeng, the former

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Chief of Staff and strategy
adviser to Alibaba Group's
founder Jack Ma, explains how
the latest technological
developments, such as artificial
intelligence, machine learning,
the mobile internet, and cloud

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computing are redefining how
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value is created. Written

especially for those outside the
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technology industry or the

startup arena, this book

introduces a simple, overarching

framework to guide strategy

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formulation and execution in this
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data-rich and highly interactive

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environment. Revealing the

revolutionary practices that he

and his team have developed at

Alibaba, Zeng shows how to:

Automate decisions through

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machine learning Create
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products informed by real-time
data from customers Determine
the right strategic positioning to
maximize value from platforms
and suppliers Repurpose your
organization to further human

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insight and enable creativity
Lead your company's
transformation into a smart
business With insights into the
strategies and tools used by
leaders at Alibaba and other
companies such as Ruhan and

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Marshall Van Alstyne, and
Sangeet Choudary is a
comprehensive look at the
emergence of platforms as
market dominators, their
competition against pipeline
businesses, and best practices

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in founding and managing platforms. Platforms connect two types of users in order to exchange something of value. This is different than the traditional pipeline model of business where something of

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value is created by transferring it from producer to producer with the consumer receiving it at the last step. Platforms are dominating production processes particularly because they reduce the costs of value

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creation, consumption, and quality control. Platforms serve consumer-facing markets as well as business-to-business markets and can power rapid growth through economies of scale. Each side of the network

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depends on the other side to
be in place in order to function,

so a central challenge of any
platform is to recruit users on
both sides... PLEASE NOTE:

This is key takeaways and
analysis of the book and NOT

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You W. W. Norton

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Founded in 1958 in response to the launch of Sputnik, DARPA

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has been responsible for countless inventions and technologies that have evolved from the agency's mission-forward-thinking solutions to the Pentagon's challenges. Sharon Weinberger gives us a

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successes and failures, useful
innovations and wild-eyed
schemes- we see how the
nuclear threat sparked
investment in computer
networking, which led to the

Download File PDF Platform Revolution How Networked Markets Are Transforming The Internet, as well as plans to power a missile-seeking particle beam by draining the Great Lakes...how, in Vietnam, DARPA developed technology for the world's first armed drones and was also

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responsible for Agent Orange...
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how DARPA's recent success
with self-driving cars is
counterbalanced with its
disappointing contributions to
the Afghanistan and Iraq wars.
Weinberger has spoken to

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dozens of former DARPA and Pentagon officials--many of whom had never been interviewed before about their work with the agency--and synthesized countless documents obtained under the

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Marshall W. Van Alstyne, and
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Choudary is a thorough take at the
development of platforms as market

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dominators, their opposition against pipeline organizations, and best practices in establishing and overseeing platforms. Platforms interface two sorts of clients with a specific end goal to trade something of significant worth. This is not quite the

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same as the customary pipeline model
of business where something of
significant worth is made by

exchanging it from maker to maker
with the buyer accepting it at the last
stride. Platforms are ruling forms
especially in light of the fact that they

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diminish the expenses of significant creation, utilization, and quality control. This is a summary and analysis of the book and NOT the original book This Book Contains: *
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Chapter By Chapter Breakdown *

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The rapid growth of electronic commerce, along with changes in information, computing, and communications, is having a profound effect on the United States

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economy. President Clinton recently directed the National Economic Council, in consultation with executive branch agencies, to analyze the economic implications of the Internet and electronic commerce domestically and internationally, and

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to consider new types of data collection and research that could be undertaken by public and private organizations. This book contains work presented at a conference held by executive branch agencies in May 1999 at the Department of Commerce.

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The goals of the conference were to assess current research on the digital economy, to engage the private sector in developing the research that informs investment and policy decisions, and to promote better understanding of the growth and

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socioeconomic implications of
information technology and electronic

commerce. Aspects of the digital

economy addressed include

macroeconomic assessment,

organizational change, small

business, access, market structure and

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competition, and employment and the
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"a provocative new book" — The New York Times AI-centric organizations exhibit a new operating architecture, redefining how they create, capture,

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share, and deliver value. Now with a
new preface that explores how the

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coronavirus crisis compelled

organizations such as Massachusetts

General Hospital, Verizon, and IKEA

to transform themselves with

remarkable speed, Marco lansiti and

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Karim R. Lakhani show how reinventing the firm around data, analytics, and AI removes traditional constraints on scale, scope, and learning that have restricted business growth for hundreds of years. From Airbnb to Ant Financial, Microsoft to

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Amazon, research shows how AI-driven processes are vastly more scalable than traditional processes, allow massive scope increase, enabling companies to straddle industry boundaries, and create powerful opportunities for learning—to

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drive ever more accurate, complex,
and sophisticated predictions. When

traditional operating constraints are
removed, strategy becomes a whole

new game, one whose rules and likely
outcomes this book will make clear.

lansiti and Lakhani: Present a

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framework for rethinking business
and operating models Explain how

"collisions" between AI-driven/digital
and traditional/analog firms are
reshaping competition, altering the
structure of our economy, and forcing
traditional companies to rearchitect

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their operating models Explain the
opportunities and risks created by

digital firms Describe the new

challenges and responsibilities for the
leaders of both digital and traditional

firms Packed with

examples—including many from the

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most powerful and innovative global,
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AI-driven competitors—and based on

research in hundreds of firms across
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many sectors, this is your essential

guide for rethinking how your firm
competes and operates in the era of
AI.

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Legal book compelled the legal profession to reassess its identity and to aspire to become a strategic partner for corporate executives as well as for clients. It also led to the foundation of the Liquid Legal Institute (LLI) –

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**scalable, digitally networked
business models, like those of
Amazon, Google, Uber, and
Airbnb, are affecting growth,
scale, and profit potential for
companies in every industry. But
this seismic shift isn't unique to**

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transformation is affecting every
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capital, top talent, and customers
shift toward network-centric
organizations, the performance**

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**gap between early and late
adopters is widening. So the
question isn't whether your
organization needs to change,
but when and how much. The
Network Imperative is a call to
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also share a five-step process for pivoting an organization toward a more scalable and profitable business model. The Network Imperative, brimming with compelling case studies and actionable advice, provides

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understand and implement the inner workings of highly scalable platform business models. The pandemic has accelerated the very grounds on which BigTech was supposed to be regulated. Data access, privacy and usage

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**laws are being revisited to
counter the pandemic through
contact tracing and other
surveillance mechanisms. The
pandemic has reinforced the
importance of the platform
economy. In the 2020s, we will**

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see the platform economy gain further strength as the post-pandemic world uncovers new value pools for platforms to exploit. This book provides a compelling framework for building platforms, networks and

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**are not helping a friend for free;
you are providing these services
to a stranger for money. In this
book, Arun Sundararajan, an
expert on the sharing economy,
explains the transition to what he
describes as “crowd-based**

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organizing economic activity that
may supplant the traditional
corporate-centered model. As
peer-to-peer commercial
exchange blurs the lines
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empowered entrepreneurs who
enjoy professional flexibility and
independence? Or will we
become disenfranchised digital
laborers scurrying between
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order to become prosperous in
the future and identify
strategies and policies for
business and individuals to use
to combine digital processing
power with human ingenuity.
What unites Google and

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capitalism. This book critically
examines these new business
forms, tracing their genesis
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of the 2008 crisis. It shows how

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the fundamental foundations of
the economy are rapidly being
carved up among a small
number of monopolistic
platforms, and how the platform
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to understand how the most
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economy."

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Alibaba, Alphabet, Amazon,
Facebook, Netflix, Tencent and
Uber have transformed not only
the ways we do business, but
also the very nature of people's

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everyday lives. It is of vital importance that we understand the economic principles governing how these platforms operate. This book explains the driving forces behind any platform business with a focus

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on network effects. The authors use short case studies and real-world applications to explain key concepts such as how platforms manage network effects and which price and non-price strategies they choose.

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decades of experience
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create a repeatable method
for creating a successful

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ideas out there that can
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marketplace is no small
challenge: the most
important aspect to
nailing this challenge
down is all about avoiding
losing time and energy in

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"cold start problem"—by
leveraging network effects
to launch and scale toward
billions of users.
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become easier to build,
launching and scaling new

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remains difficult.

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challenges entering the
technology ecosystem,
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new products must consider
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other tech giants utilize
network effects, and most
tech products incorporate
them, whether they're
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effects provide a path for
fledgling products to
break through, attracting
new users through viral
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Yet most entrepreneurs
lack the vocabulary and
context to describe
them—much less understand
the fundamental principles
that drive the effect.
What exactly are network

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effects? How do teams
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their products? How do
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Chen also provides
practical frameworks and
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thrive, why some startups
fail to successfully
scale, and, most
crucially, why products
that create and compete
using the network effect
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David L. Rogers argues
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This book explores the implications of the U.S. Supreme Court's ruling in *Ohio et al. v. American Express*, and the preceding

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litigation, for the treatment of
multisided platforms under
U.S. antitrust law. It is based

on a series of articles that the
authors wrote (either jointly or
individually), leading up to and
in the aftermath of the

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Supreme Court's decision. The authors consider that the Supreme Court ruling provides valuable guidance for antitrust analysis in such markets. This book emphasizes the importance for enforcers and

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the judiciary to take full
account of the multisided
nature of certain markets, not
only in payment services, but
throughout the economy
(including other types of
multisided platforms, which

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are particularly common in
online digital markets).

Although Evans and
Schmalensee agree with the
Supreme Court's reasoning,
this book nonetheless sets out
criticisms of the Supreme

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Court's ruling. The authors address such criticisms, based on our (and other legal and economic practitioners' and academics') understanding of the modern economic theories on multisided markets. In

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particular, Schmalensee
underline the need for
decisionmakers to take into
account any alleged
anticompetitive harm and
benefits to participants on
both sides of a multisided

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platform, before coming to any
conclusion that there has been
antitrust injury as a result of
any given conduct. Of
particular importance, and
emphasized throughout this
book, is the need to undertake

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a full rule of reason analysis of
conduct in multisided markets,
consistent with both long-
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and modern economic theory.
A proper assessment must
take into account the

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multisided nature of certain markets in all steps of antitrust analysis, whether the issue at hand relates to alleged monopolization, coordinated behavior, or a merger. Given the prevalence of multisided

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platforms, similar allegations
of antitrust harm are sure to
arise time and again in the
years to come, and there are
many unanswered questions.
For convenience, as
Appendices, the books also

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includes the text of the U.S.
Supreme Court's ruling, an
amicus brief filed jointly by 28
antitrust professors, an amicus
brief filed jointly by 8
economists, and the brief filed
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this text paints a picture of
what the future of advertising
may look like by 2020. Most
importantly, it provides
concrete guidance regarding
the changes you can make to
your approach in order to

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thrive in an evolving industry,
and explains what you can do
differently now to create
effective advertising across all
consumer touchpoints.
Advertising relies upon the
engagement of target audience

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members to be successful, and
achieving this engagement is
becoming both easier and
more difficult as
communication channels
change to keep up with the
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understanding where to make
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in such a quickly moving
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industry, and understand how
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failing to change your
approach to advertising as the
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Search of Excellence and
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Foster and Sarah Kaplan draw
on research they conducted
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more than one thousand
corporations in fifteen
industries over a thirty-six-

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year period. The industries
they examined included old-
economy industries such as
pulp and paper and
chemicals, and new-economy
industries like
semiconductors and software.
Using this enormous fact

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base, Foster and Kaplan show
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that even the best-run and
most widely admired
companies included in their
sample are unable to sustain
their market-beating levels
of performance for more than
ten to fifteen years. Foster

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and Kaplan's long-term
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studies of corporate birth,
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corporate equivalent of El
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existed. It is a myth.

Corporations operate with
management philosophies
based on the assumption of
continuity; as a result, in
the long term, they cannot
change or create value at
the pace and scale of the

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markets. Their control
processes, the very
processes that enable them
to survive over the long
haul, deaden them to the
vital and constant need for
change. Proposing a radical
new business paradigm,

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Foster and Kaplan argue that
redesigning the corporation
to change at the pace and
scale of the capital markets
rather than merely operate
well will require more than
simple adjustments. They
explain how companies like

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Johnson and Johnson , Enron,
Corning, and GE are
overcoming cultural "lock-
in" by transforming rather
than incrementally improving
their companies. They are
doing this by creating new
businesses, selling off or

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closing down businesses or
divisions whose growth is
slowing down, as well as
abandoning outdated, ingrown
structures and rules and
adopting new decision-making
processes, control systems,
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Platforms connect two types
of users in order to
exchange something of value.
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traditional pipeline model

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the last step. Platforms are
dominating production
processes particularly

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because they reduce the costs of value creation, consumption, and quality control. Platforms serve consumer-facing markets as well as business-to-business markets and can power rapid growth through economies of

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scale. Each side of the network depends on the other side to be in place in order to function, so a central challenge of any platform is to recruit users on both sides... PLEASE NOTE: This is key takeaways and analysis

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