

Matchmakers The New Economics Of Multisided Platforms

During the last decade, platform businesses such as Uber, Airbnb, Amazon and eBay have been taking over the world. In almost every sector, traditional businesses are under attack from digital disrupters that are effectively harnessing the power of communities. But what exactly is a platform business and why is it different? In Platform Strategy, Laure Claire Reillier and Benoit Reillier provide a practical guide for students, digital entrepreneurs and executives to understand what platforms are, how they work and how you can build one successfully. Using their own "rocket model" and original case studies (including Google, Apple, Amazon), they explain how designing, igniting and scaling a platform business requires learning a whole new set of management rules. Platform Strategy also offers many fascinating insights into the future of platforms, their regulation and governance, as well as how they can be combined with other business models. Benoit Reillier and Laure Claire Reillier are co-founders of Launchworks, a leading advisory firm focused on helping organizations develop and scale innovative business models.

The developed world is struggling with unsustainable promises and unappealing choices, and sustained economic growth represents one of the few ways out. And over the centuries, growth in advanced economies has been strongly linked to innovation. Despite the vast amounts written about innovation over the years, understanding of its drivers remains surprisingly limited. This book, by top Harvard Business School professor Josh Lerner, seeks to remedy this shortfall. It highlights that while organizational economists have made strides in understanding what combinations of incentives and organization structure can encourage innovative breakthroughs, many of these insights have not yet received the attention they deserve in the real world, or been developed in ways that can easily be applied in real situations. The author focuses on two models for encouraging innovation, the corporate research laboratory and the start-up. Each model, while proven and successful, also faces significant challenges and ambiguities. A central argument is that there remains considerable potential for hybrids between these two approaches. This book draws on important research in economics and reviews different approaches to innovation, combining this with a series of case examples to explore the challenges that face start up firms, large firms, and nations. It is essential reading for anybody faced with the challenge of innovation.

"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 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 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 building a platform business today. It lays out a structured approach to designing and growing a platform business model and addresses the key factors that lead to the success and failure of these businesses."--back cover. In Information Rules, authors Shapiro and Varian reveal that many classic economic concepts can provide the insight and understanding necessary to succeed in the information age. They argue that if managers seriously want to develop effective strategies for competing in the new economy, they must understand the fundamental economics of information technology. Whether information takes the form of software code or recorded music, is published in a book or magazine, or even posted on a website, managers must know how to evaluate the consequences of pricing, protecting, and planning new versions of information products, services, and systems. The first book to distill the economics of information and networks into practical business strategies, Information Rules is a guide to the winning moves that can help business leaders navigate successfully through the tough decisions of the information economy.

The aim of this book is to study the links between urban economics and labor economics. Different models of urban labor economic theory are examined in the initial two parts of this book: first urban search-matching models (Part 1) and then urban efficiency wages (Part 2). In Part 3, we apply these models to analyze urban ghettos and their consequences for ethnic minorities in the labor market. Professor Zenou first provides different mechanisms for the so-called spatial mismatch hypothesis, which postulates that housing discrimination introduces a key frictional factor that prevents minorities from improving access to job opportunities by relocating their residences closer to jobs. He then explores social networks, which tend to be affected by spatial factors, as workers who are physically close to jobs can be socially far away from them. Based on these models, the author offers different policies aiming at fighting high unemployment rates experienced by ethnic minorities residing in segregated areas.

Thinking Infrastructures brings together interdisciplinary research on informational infrastructures to show how thinking, thought, and cognition as in ideas/rationalities and the practice/activity of thinking are inseparable from infrastructures.

* Our summary is short, simple and pragmatic. It allows you to have the essential ideas of a big book in less than 30 minutes. As you read this summary, you will learn how multi-faceted platforms create value by overturning the traditional economy. You will also learn that : multi-faceted platforms work, even though they run counter to the recommendations of economists; their value lies in effectively solving everyday problems; these platforms must attract different types of users to be sustainable; the main problem with platforms is not so much competition as how to find the functionality that will attract users; balanced prices are fundamental to their sustainability; these platforms are transforming traditional commerce. In recent years, economists have been questioning a new phenomenon, multifaceted platforms. BlaBlaCar,

Skype, Airbnb and Uber are omnipresent and even represent a colossal weight in today's economy. However, their operation seems to run counter to the laws of the traditional economy: free of charge for some users, little or no concrete production... With this summary, the authors dissect this new type of economic model, which has become essential today. *Buy now the summary of this book for the modest price of a cup of coffee!

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 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 of the most sought-after experts on platform businesses, Platform Revolution is the first authoritative, fact-based book on platform models. Whether platforms are connecting sellers and buyers, hosts and visitors, or drivers with people who need a ride, Geoffrey G. Parker, 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 successful platform business. 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 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 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 networks increase in ubiquity, businesses that do a better job of harnessing the power of the platform will win. An indispensable guide, Platform Revolution charts out the brilliant future of platforms and reveals how they will irrevocably alter the lives and careers of millions.

To understand the bewildering complexities of consumer markets and financial markets, you'll need to look beyond traditional textbooks. This book aims to better understanding of current markets through studying the implications of living in an information age. It examines the impacts that information has on how markets function, and presents a novel market theory in which information takes centre stage when analyzing how the economy functions and evolves. It depicts markets with three categories of actors (consumers, businesses, and information intermediaries), and predicts the growing importance of the role of information intermediaries, or 'matchmakers', as facilitators of transactions between consumers and businesses. Matchmakers and Markets will guide readers to reflect on their own role in the economy. It provides numerous scenarios and examples from the real-world economy, enabling readers to ask new questions and draw their own conclusions. The aim of this book is to stimulate the reader's own thinking, whether a consumer on the high street, or an investor on Wall Street, a policy maker in the government armchair, or an entrepreneur dreaming to make the next big thing in the world. This book will stir up discussion and debate as the claims and conclusions move away from mainstream theories.

Across the globe, Google, Amazon, Facebook, Apple and Microsoft have accumulated power in ways that existing regulatory and intellectual

frameworks struggle to comprehend. A consensus is emerging that the power of these new digital monopolies is unprecedented, and that it has important implications for journalism, politics, and society. It is increasingly clear that democratic societies require new legal and conceptual tools if they are to adequately understand, and if necessary check the economic might of these companies. Equally, that we need to better comprehend the ability of such firms to control personal data and to shape the flow of news, information, and public opinion. In this volume, Martin Moore and Damian Tambini draw together the world's leading researchers to examine the digital dominance of technologies platforms and look at the evidence behind the rising tide of criticism of the tech giants. In fifteen chapters, the authors examine the economic, political, and social impacts of Google, Amazon, Facebook, Apple, and Microsoft, in order to understand the different facets of their power and how it is manifested. *Digital Dominance* is the first interdisciplinary volume on this topic, contributing to a conversation which is critical to maintaining the health of democracies across the world.

In *Does Capitalism Have a Future?*, the prominent theorist Georgi Derleugian has gathered together a quintet of eminent macrosociologists to assess whether the capitalist system can survive.

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

Harnessing the power of software platforms: what executives and entrepreneurs must know about how to use this technology to transform industries and how to develop the strategies that will create value and drive profits. Software platforms are the invisible engines that have created, touched, or transformed nearly every major industry for the past quarter century. They power everything from mobile phones and automobile navigation systems to search engines and web portals. They have been the source of enormous value to consumers and helped some entrepreneurs build great fortunes. And they are likely to drive change that will dwarf the business and technology revolution we have seen to this point. *Invisible Engines* examines the business dynamics and strategies used by firms that recognize the transformative power unleashed by this new revolution—a revolution that will change both new and old industries. The authors argue that in order to understand the successes of software platforms, we must first understand their role as a technological meeting ground where application developers and end users converge. Apple, Microsoft, and Google, for example, charge developers little or nothing for using their platforms and make most of their money from end users; Sony PlayStation and other game consoles, by contrast, subsidize users and make more money from developers, who pay royalties for access to the code they need to write games. More applications attract more users, and more users attract more applications. And more applications and more users lead to more profits. *Invisible Engines* explores this story through the lens of the

companies that have mastered this platform-balancing act. It offers detailed studies of the personal computer, video game console, personal digital assistant, smart mobile phone, and digital media software platform industries, focusing on the business decisions made by industry players to drive profits and stay a step ahead of the competition. Shorter discussions of Internet-based software platforms provide an important glimpse into a future in which the way we buy, pay, watch, listen, learn, and communicate will change forever. An electronic version of this book is available under a Creative Commons license.

With the rise of the Internet, many pundits predicted that middlemen would disappear. But that hasn't happened. Far from killing the middleman, the Internet has generated a thriving new breed. In *The Middleman Economy*, Silicon Valley-based reporter Marina Krakovsky elucidates the six essential roles that middlemen play.

The path-breaking history of modern liberalism told through the pages of one of its most zealous supporters In this landmark book, Alexander Zevin looks at the development of modern liberalism by examining the long history of the *Economist* newspaper, which, since 1843, has been the most tireless—and internationally influential—champion of the liberal cause anywhere in the world. But what exactly is liberalism, and how has its message evolved? *Liberalism at Large* examines a political ideology on the move as it confronts the challenges that classical doctrine left unresolved: the rise of democracy, the expansion of empire, the ascendancy of high finance. Contact with such momentous forces was never going to leave the proponents of liberal values unchanged. Zevin holds a mirror to the politics—and personalities—of *Economist* editors past and present, from Victorian banker-essayists James Wilson and Walter Bagehot to latter-day eminences Bill Emmott and Zanny Minton Beddoes. Today, neither economic crisis at home nor permanent warfare abroad has dimmed the *Economist's* belief in unfettered markets, limited government, and a free hand for the West. Confidante to the powerful, emissary for the financial sector, portal onto international affairs, the bestselling newsweekly shapes the world its readers—as well as everyone else—inhabit. This is the first critical biography of one of the architects of a liberal world order now under increasing strain.

Inspired by the success of platforms such as Airbnb, Etsy or Fiverr? Want to know how to build an online marketplace business? This is the book for you. In this step by step guide, we will go through everything you need to know about developing your idea into a sustainable business, offering lots of practical advice and actionable ideas along the way. This book is the result of two experts putting almost two decades of experience together, in order to create a repeatable method for creating a successful online marketplace. The applicable tactics and techniques can be studied in advance, helping you avoid the most common pitfalls. It's a handbook for anyone building an online marketplace. The same methods will apply whether your organization is a startup, a cooperative, a non-profit, or a big brand. Not every marketplace will be as big as Airbnb and Uber, but we believe there are thousands of marketplace ideas out there that can make for great, sustainable businesses. With the help of this book, you're one step closer to building the next one. Critical acclaim "Juho and Cristóbal have written a practical in-the-weeds guide on marketplace execution that will prove invaluable for all entrepreneurs looking to start a marketplace. No fluff, just actionable ideas." - Sangeet Paul Choudary, best-selling author of *Platform Revolution* and *Platform Scale* "Building marketplaces can be hard. The *Lean Marketplace* is a very useful step-by-step guide to help entrepreneurs think through the challenges and solutions to create the next Uber or Airbnb." - Boris Wertz, Founder and General Partner, Version One Ventures "Must read for every marketplace entrepreneur. I'm going to ask everyone in our team to read this book." - Bram de Zwart, Co-founder and CEO, 3D Hubs "As I'm friends with both authors, I know first hand that the information in their book is hard won from long experience helping dozens of marketplaces succeed and consulting the top experts from around the world. However, the quality and comprehensiveness of the content

speaks for itself. It covers all the essentials of growing an online marketplace, and in the most straightforward way possible. It is an impressively practical, must read resource for any current or aspiring marketplace entrepreneur. I can't recommend it highly enough, but please see for yourself." - Neal Gorenflo, Co-founder of Shareable "The essential guide to building an essential marketplace." - Tristan Pollock, Co-founder, Storefront, Partner, 500 Startups "Reading Juho's and Cristobal's advice online before launching our platform helped us save so much time and avoid the most common mistakes. If you're considering building a marketplace business, read this book first. Seriously." - Agne Milukaite, Co-founder and CEO, Cycle.land "Envisioning, validating, building and growing a marketplace is no small challenge: the most important aspect to nailing this challenge down is all about avoiding losing time and energy in the myriad of wrong directions that can come up your way. This book is an essential guide, the lifeboat for the marketplace founder that faces the ocean of bootstrapping." - Simone Cicero, platform strategist and consultant, creator of Platform Design Toolkit "I bootstrapped my marketplace business from launch to profitability in 6 months. Reading this book will help you do the same." - Mike Williams, CEO and Founder, Studiotime

Traditional economic theory studies idealized markets in which prices alone can guide efficient allocation, with no need for central organization. Such models build from Adam Smith's famous concept of an invisible hand, which guides markets and renders regulation or interference largely unnecessary. Yet for many markets, prices alone are not enough to guide feasible and efficient outcomes, and regulation alone is not enough, either. Consider air traffic control at major airports. While prices could encourage airlines to take off and land at less congested times, prices alone do just part of the job; an air traffic control system is still indispensable to avoid disastrous consequences. With just an air traffic controller, however, limited resources can be wasted or poorly used. What's needed in this and many other real-world cases is an auction system that can effectively reveal prices while still maintaining enough direct control to ensure that complex constraints are satisfied. In *Discovering Prices*, Paul Milgrom—the world's most frequently cited academic expert on auction design—describes how auctions can be used to discover prices and guide efficient resource allocations, even when resources are diverse, constraints are critical, and market-clearing prices may not even exist. Economists have long understood that externalities and market power both necessitate market organization. In this book, Milgrom introduces complex constraints as another reason for market design. Both lively and technical, Milgrom roots his new theories in real-world examples (including the ambitious U.S. incentive auction of radio frequencies, whose design he led) and provides economists with crucial new tools for dealing with the world's growing complex resource-allocation problems.

If you've ever found yourself picking off your nail polish, sitting in your sweats with an empty carton of Ben & Jerry's, wondering, "Where are all the good men, and why isn't a gorgeous one standing shirtless in my kitchen mixing me up a pomegranate mojito?" I hate to tell you this, but it's your own fault. Not to worry -- I'm here to help you make that fantasy

a reality, with one major addition: you'll be sipping that mojito with a big, glittering diamond ring on your left hand. Sounds too good to be true? It isn't. As a third-generation matchmaker and the president of one of the world's most elite dating services -- the Millionaire's Club -- I've put myself in the enviable position of being friend, confi dante, and relationship counselor to men and women the world over. I know what the good guys want in a wife, and what sends them screaming into the night. Now I'm sharing their secrets with you. I've compiled my best tried-and-true advice and I'm going to tell you the things that even your best friend doesn't have the courage to break to you. If you follow my formula, the man of your dreams will appear in your life, and you can be in a committed, monogamous relationship with him in less than a year. Get ready -- I'm about to show you how to make all your relationship dreams come true.

How a flexible and creative approach to intellectual property can help an organization accomplish goals ranging from building market share to expanding an industry. Most managers leave intellectual property issues to the legal department, unaware that an organization's intellectual property can help accomplish a range of management goals, from accessing new markets to improving existing products to generating new revenue streams. In this book, intellectual property expert and Harvard Law School professor John Palfrey offers a short briefing on intellectual property strategy for corporate managers and nonprofit administrators. Palfrey argues for strategies that go beyond the traditional highly restrictive "sword and shield" approach, suggesting that flexibility and creativity are essential to a profitable long-term intellectual property strategy—especially in an era of changing attitudes about media. Intellectual property, writes Palfrey, should be considered a key strategic asset class. Almost every organization has an intellectual property portfolio of some value and therefore the need for an intellectual property strategy. A brand, for example, is an important form of intellectual property, as is any information managed and produced by an organization. Palfrey identifies the essential areas of intellectual property—patent, copyright, trademark, and trade secret—and describes strategic approaches to each in a variety of organizational contexts, based on four basic steps. The most innovative organizations employ multiple intellectual property approaches, depending on the situation, asking hard, context-specific questions. By doing so, they achieve both short- and long-term benefits while positioning themselves for success in the global information economy. The first book on platforms that concisely incorporates path-breaking insights in economics over the last twenty years. In an economy where markets, consumers, and technology are ever-changing and increasingly interdependent, economic catalyts – businesses that bring together a number of groups who need each other and make it easy for them to work together – are essential. Think of the credit card industry. This trillion dollar industry brings merchants and consumers together. Google creates value for its customers, and makes billions for itself, by bringing searchers and advertisers together. Companies that do this right – and transform their pricing practices, incentive plans, and

organizational structures – are today's power brokers. Of course, catalysts have been around as long as marketplaces. But now, more than ever, they drive the economy. Doing business in this world isn't for the faint of heart – but Catalyst Codemaps it out, showing where the opportunities – and pitfalls – lie.

In this compelling examination of the intersection of smart technology and the law, Joshua A. T. Fairfield explains the crisis of digital ownership - how and why we no longer control our smartphones or software-enabled devices, which are effectively owned by software and content companies. In two years we will not own our 'smart' televisions which will also be used by advertisers to listen in to our living rooms. In the coming decade, if we do not take back our ownership rights, the same will be said of our self-driving cars and software-enabled homes. We risk becoming digital peasants, owned by software and advertising companies, not to mention overreaching governments. Owned should be read by anyone wanting to know more about the loss of our property rights, the implications for our privacy rights and how we can regain control of both.

A Nobel laureate reveals the often surprising rules that govern a vast array of activities -- both mundane and life-changing -- in which money may play little or no role. If you've ever sought a job or hired someone, applied to college or guided your child into a good kindergarten, asked someone out on a date or been asked out, you've participated in a kind of market. Most of the study of economics deals with commodity markets, where the price of a good connects sellers and buyers. But what about other kinds of "goods," like a spot in the Yale freshman class or a position at Google? This is the territory of matching markets, where "sellers" and "buyers" must choose each other, and price isn't the only factor determining who gets what. Alvin E. Roth is one of the world's leading experts on matching markets. He has even designed several of them, including the exchange that places medical students in residencies and the system that increases the number of kidney transplants by better matching donors to patients. In *Who Gets What -- And Why*, Roth reveals the matching markets hidden around us and shows how to recognize a good match and make smarter, more confident decisions.

Heartwarming and hilarious stories and advice from Ireland's most famous matchmaker. In his long career as a matchmaker, Willie Daly has helped hundreds of couples find happiness. With his unique blend of intuition, quiet wisdom and a small drop of cunning, Willie reveals the secret to finding true love, and shares the story of a life spent bringing people together in love and marriage. For centuries, Irish matchmakers have performed the vital service of bringing people together. It is a mysterious art, and the very best matchmakers have an almost magical quality to them. Willie Daly, whose father and grandfather were matchmakers before him, is the most famous of them all. The path to love can be heart-warming, hilarious, sometimes hair-raising—and Willie is the perfect guide. For those still looking for romance, he

also has some hard-earned, practical advice. Rich with characters, humor, drama and—of course—Guinness, Willie Daly regales us with some of his funniest and most touching matchmaking stories.

A trio of experts on high-tech business strategy and innovation reveal the principles that have made platform businesses the most valuable firms in the world and the first trillion-dollar companies. Managers and entrepreneurs in the digital era must learn to live in two worlds—the conventional economy and the platform economy. Platforms that operate for business purposes usually exist at the level of an industry or ecosystem, bringing together individuals and organizations so they can innovate and interact in ways not otherwise possible. Platforms create economic value far beyond what we see in conventional companies. *The Business of Platforms* is an invaluable, in-depth look at platform strategy and digital innovation. Cusumano, Gawer, and Yoffie address how a small number of companies have come to exert extraordinary influence over every dimension of our personal, professional, and political lives. They explain how these new entities differ from the powerful corporations of the past. They also question whether there are limits to the market dominance and expansion of these digital juggernauts. Finally, they discuss the role governments should play in rethinking data privacy laws, antitrust, and other regulations that could reign in abuses from these powerful businesses. Their goal is to help managers and entrepreneurs build platform businesses that can stand the test of time and win their share of battles with both digital and conventional competitors. As experts who have studied and worked with these firms for some thirty years, this book is the most authoritative and timely investigation yet of the powerful economic and technological forces that make platform businesses, from Amazon and Apple to Microsoft, Facebook, and Google—all dominant players in shaping the global economy, the future of work, and the political world we now face.

"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 one group of customers with another group of customers.

Economists call matchmakers multisided platforms because they provide physical or virtual 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 riders. Although matchmakers have been around for millennia, they're becoming more and more popular--and profitable--due to dramatic advances in 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 successes fool you, though.

Starting a matchmaker is one of the toughest business challenges, and almost everyone who tries to build one, fails. In *'Matchmakers, '* David Evans and Richard Schmalensee, two economists who were among the first to analyze multisided platforms and discover their principles, and 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 do, and how entrepreneurs can improve

their chances for success. Whether you're an entrepreneur, an investor, a consumer, or an executive, your future will involve more and more multisided platforms, and 'Matchmakers'--rich with stories from platform winners and losers--is the one book you'll need in order to navigate this appealing but confusing world"--Provided by publisher.

People have long told machines what to do by pushing buttons. Now, with advances in technology, machines are pushing our buttons. In *Artificial Intimacy*, evolutionary biologist Rob Brooks takes us from the origins of human behaviour to the latest in artificially intelligent technologies, providing a fresh and original view of the very near future of human relationships. Sex dollbots, digital lovers, virtual friends and algorithmic matchmakers help us manage our feelings in a world of cognitive overload. Apps can sense when a user is falling in love, when they are fighting, and when they are likely to break up. These machines, the 'artificial intimacies', already learn and exploit human social needs. They are getting better and faster at what they do. How will humanity's future unfold when our ancient, evolved minds and old-fashioned cultures collide with twenty-first-century technology?

Help your company adapt to the new rules of competition. If you read nothing else on creating value with business platforms and ecosystems, read these 10 articles. We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you reap the rewards of multisided platforms (MSPs)—or defend your company against these formidable opponents. This book will inspire you to: Assess the threat of disruption from platforms in your industry Decide whether and how to play with increasingly powerful platform businesses Choose the right strategy for transforming your product into a platform Harness network effects to maximize value for the partners in your ecosystem Shift from managing products to managing interactions Learn when moving first and growing fast will work—and when it won't Manage winner-take-all dynamics This collection of articles includes "Pipelines, Platforms, and the New Rules of Strategy," by Marshall W. Van Alstyne, Geoffrey G. Parker, and Sangeet Paul Choudary; "Strategies for Two-Sided Markets," Thomas R. Eisenmann, Geoffrey Parker, and Marshall W. Van Alstyne; "Finding the Platform in Your Product," by Andrei Hagiu and Elizabeth Altman; "What's Your Google Strategy?," by Andrei Hagiu and David B. Yoffie; "In the Ecosystem Economy, What's Your Strategy?," by Michael G. Jacobides; "Right Tech, Wrong Time," by Ron Adner and Rahul Kapoor; "Managing Our Hub Economy," by Marco Iansiti and Karim R. Lakhani; "Why Some Platforms Thrive and Others Don't," by Feng Zhu and Marco Iansiti; "Spontaneous Deregulation," by Benjamin Edelman and Damien Geradin; "Alibaba and the Future of Business," by Ming Zeng; and "Fixing Discrimination in Online Marketplaces," by Ray Fisman and Michael Luca. HBR's 10 Must Reads paperback series is the definitive collection of books for new and experienced leaders alike. Leaders looking for the inspiration that big ideas provide, both to accelerate their own growth and that of their companies, should look no further. HBR's 10 Must Reads series focuses on the core

topics that every ambitious manager needs to know: leadership, strategy, change, managing people, and managing yourself. Harvard Business Review has sorted through hundreds of articles and selected only the most essential reading on each topic. Each title includes timeless advice that will be relevant regardless of an ever-changing business environment.

This book is an extensive and thorough exploration of the ways in which the middle class in India select their spouse. Using the prism of matchmaking, this book critically unpacks the concept of the 'modern' and traces the importance of moralities and values in the making of middle class identities, by bringing to the fore intersections and dynamics of caste, class, gender, and neoliberalism. The author discusses a range of issues: romantic relationships among youth, use of online technology and of professional services like matrimonial agencies and detective agencies, encounters of love and heartbreak, impact of experiences of pain and humiliation on spouse-selection, and the involvement of family in matchmaking. Based on this comprehensive account, she elucidates how the categories of 'love' and 'arranged' marriages fall short of explaining, in its entirety and essence, the contemporary process of spouse-selection in urban India. Though the ethnographic research has been conducted in India, this book is of relevance to social scientists studying matchmaking practices, youth cultures, modernity and the middle class in other societies, particularly in parts of Asia. While being based on thorough scholarship, the book is written in accessible language to appeal to a larger audience.

Artificial intelligence-enabled digital platforms collect and process data from and about users. These companies are largely self-regulating in Western countries. How do economic theories explain the rise of a very few dominant platforms? Mansell and Steinmueller compare and contrast neoclassical, institutional and critical political economy explanations. They show how these perspectives can lead to contrasting claims about platform benefits and harms. Uneven power relationships between platform operators and their users are treated differently in these economic traditions. Sometimes leading to advocacy for regulation or for public provision of digital services. Sometimes indicating restraint and precaution. The authors challenge the reader to think beyond the inevitability of platform dominance to create new visions of how platforms might operate in the future.

In almost every country of the developing world, the most active builders are squatters, creating complex local economies with high rises, shopping strips, banks, and self-government. As they invent new social structures, Neuwirth argues, squatters are at the forefront of the worldwide movement to develop new visions of what constitutes property and community. Visit Robert Neuwirth's blog at: <http://squattercity.blogspot.com>

The Icon Project argues that the transnational capitalist class mobilizes two forms of iconic architecture - unique icons

recognized as works of art, notably designed by global starchitects (such as Frank Gehry and Zaha Hadid); and typical icons copying elements of unique icons - to promote the same ideological message: the culture-ideology of consumerism.

Amazon. Alibaba. Facebook. Uber. These types of businesses--known as platforms, or multi-sided markets--are driving the economy more than ever. In an environment where markets, consumers, and technology are ever changing and increasingly interdependent, these businesses, which bring together a number of groups who need each other and make it easy for them to work together, are essential. But platforms operate very differently than traditional, one-sided businesses (like, say, grocery stores), and their logic can seem not only counterintuitive but downright counterproductive. Think about a traditional platform like a mall, which connects many different customers to many different stores. They charge their largest stores--the anchors--the lowest fees, while they charge smaller retailers and kiosks higher fees (and they don't charge customers at all, even though they could conceivably charge for something like parking). That pricing structure makes sense, even though it may seem discriminatory, because the anchor stores are key to getting customers to show up. But there are still more twists and turns to how platforms operate. Plus, while the platform business model may seem appealing, it can be difficult to know if you should transform your business and--even if you should--how to do it. Yet companies that transform their pricing practices, incentive plans, and organizational structures are today's power brokers. In *Matchmakers*, David Evans and Richard Schmalensee, two economists who were among the first to analyze platform businesses and discover their principles, explain the logic of platforms and how to analyze your own opportunities. Rich with stories from the platform winners as well as from those who mismanaged the transition, *Matchmakers* will be the one book readers need in order to navigate the appealing but confusing world of multi-sided markets.

Despite the recent misfortunes of many dotcoms, e-commerce will have major and lasting effects on economic activity. But the rise and fall in the valuations of the first wave of e-commerce companies show that vague promises of distant profits are insufficient. Only business models based on sound economic propositions will survive. This book provides professionals, investors, and MBA students the tools they need to evaluate the wide range of actual and potential e-commerce businesses at the microeconomic level. It demonstrates how these tools can be used to assess a variety of existing applications. Advances in web-based technology--particularly automation and delegation technologies such as smart agents, shopping bots, and bidding elves--support the further growth of e-commerce. In addition to enabling consumers to conduct automated comparisons and sellers to access visitors' background information in real time, such software programs can make decisions for individuals, negotiate with other programs, and participate in online markets. Much of e-commerce's economic value arises from this kind of automation, which not only reduces operating costs but adds value by generating new market interactions. This text teaches how to analyze the added value of such applications, considering consumer behavior, pricing strategies, incentives, and other critical factors. It discusses added value in several e-commerce arenas: online shopping, business-to-business e-commerce, application design, online

negotiation (one-to-one trading), online auctions (one-to-many trading), and many-to-many electronic exchanges. Combining insights from several years of microeconomic research as well as from game theory and computer science, it stresses the importance of economic engineering in application design as well as the need for business models to take into account the "total game." As the only serious treatment of the microeconomics of e-commerce, this book should be read by anyone seeking e-commerce solutions or planning to work in the field.

"Alliances, partnerships, acquisitions, mergers, and joint ventures are no longer exceptions in most businesses--they are part of the core strategy. As companies look to external partners for acquiring even strategic resources and capabilities, they need a practical road map for ensuring these relationships generate value. What combinations of resources do we need? How do we manage them over time? What profits will we earn? Will they justify our investments? Benjamin Gomes-Casseres shares insight from decades of consulting and academic research on how companies create new value by "remixing" resources with other companies. Organized around three laws, Remix Strategy explains how companies can gain the most from their business combinations: - First Law: The value created by the combination should exceed the total that would be generated by the players acting alone. How much more value can we create together in the market, together? What lies behind this "joint value"? - Second Law: The combination must be designed and managed to realize the joint value in reality. What partners and structures fit this goal best? How do we manage those elements that are the sources of the joint value? - Third Law: Each participant must earn sufficient profits to reward its investment. How do we divide the joint value? How might these shares change over time? Other books explain how to structure deals or how to navigate complexities of organization and culture. This book provides core principles and a practical framework for creating and capturing value, no matter the path chosen"--

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 one group of customers with another group of customers. Economists call matchmakers multisided platforms because they provide physical or virtual 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 riders. Although matchmakers have been around for millennia, they're becoming more and more popular—and profitable—due to dramatic advances in 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 successes fool you, though. Starting a matchmaker is one of the toughest business challenges, and almost everyone who tries to build one, fails. In Matchmakers, David Evans and Richard Schmalensee, two economists who were among the first to analyze multisided platforms and discover their principles, and 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 do, and how entrepreneurs can improve their chances for success. Whether you're an entrepreneur, an investor, a consumer, or an executive, your future will involve more and more multisided platforms, and Matchmakers—rich with stories from platform winners and losers—is the one book you'll need in order to navigate this appealing but confusing world.

Matchmakers The New Economics of Multisided Platforms Harvard Business Review Press

This book is open access under a CC BY license. In this book, Nika Gilauri reveals his formulas for government reform and economic recovery, including how to fight against corruption, reform fiscal policy and tax systems, privatize state-owned enterprises, build a welfare system for those most in need, create a competitive education and healthcare system, and streamline procurement. All formulas are corroborated by practical experience and empirical evidence gathered during Mr Gilauri's term as a cabinet member (2004-2009) and prime minister (2009-2012) of Georgia, and provide an in-depth view of what worked in the case of Georgia since 2003, and how lessons learned could be applied in other parts of the world.

"Populism, a political movement with anti-elite, authoritarian and nativist tendencies, typically spearheaded by a charismatic leader, is an old phenomenon but also a very new and disturbing one at that. The Populist Temptation is an effort to understand the wellsprings of populist movements and why the threat they pose to mainstream political parties and pluralistic democracy has been more successfully contained in some cases than others"--

Jonathan Lusthaus lifts the veil on cybercriminals in the most extensive account yet of the lives they lead and the vast international industry they have created. Having traveled to hotspots around the world to meet with hundreds of law enforcement agents, security gurus, hackers, and criminals, he charts how this industry based on anonymity works.

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