



Andrei Hagiu Harvard Business School

Jeffrey Ding



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Taxing the Digital Economy Craig Elliffe, 2021-05-13 Highly digitalised businesses threaten the viability of the international corporate tax system Can a new system overcome these challenges **Law and the "Sharing Economy"** Derek McKee, Finn Makela, Teresa Scassa, 2018-11-27 Controversy shrouds sharing economy platforms It stems partially from the platforms economic impact which is felt most acutely in certain sectors Uber drivers compete with taxi drivers Airbnb hosts compete with hotels Other consequences lie elsewhere Uber is associated with a trend toward low paying precarious work whereas Airbnb is accused of exacerbating real estate speculation and raising the cost of long term rental housing While governments in some jurisdictions have attempted to rein in the platforms technology has enabled such companies to bypass conventional regulatory categories generating accusations of unfair competition as well as debates about the merits of existing regulatory regimes Indeed the platforms blur a number of familiar distinctions including personal versus commercial activity infrastructure versus content contractual autonomy versus hierarchical control These ambiguities can stymie legal regimes that rely on these distinctions as organizing principles including those relating to labour competition tax insurance information the prohibition of discrimination as well as specialized sectoral regulation This book is organized around five themes technologies of regulation regulating technology the sites of regulation local to global regulating markets and regulating labour Together the chapters offer a rich variety of insights on the regulation of the sharing economy both in terms of the traditional areas of law they bring to bear and the theoretical perspectives that inform their analysis Published in English **The Future of Competitive Strategy** Mohan Subramaniam, 2022-08-16 How legacy firms can combine their traditional strengths with the power of data and digital ecosystems to forge a new competitive strategy for the digital era How can legacy firms remain relevant in the digital era In *The Future of Competitive Strategy* strategic management expert Mohan Subramaniam explains how firms can leverage both their traditional strengths and the modern day power of data and digital ecosystems to forge a new competitive strategy Drawing on the experiences of a range of companies including Caterpillar Sleep Number and Whirlpool he explains how firms can benefit from data s enlarged role in modern business develop digital ecosystems tailored to their unique business needs and use new frameworks to harness the power of data for competitive advantage Subramaniam presents digital ecosystems as a combination of production and consumption ecosystems which can be used by legacy firms to unlock the value of data at various levels from improving operational efficiencies to creating new data driven services and transforming traditional products into digital platforms He explores the ways sensors and the Internet of Things provide new kinds of customer data presents the concept of digital competitors other firms that have access to similar data discusses the new digital capabilities that firms need to develop and addresses privacy and security issues associated with data sharing Who needs this book Any firm that wants to revitalize traditional business models offer a richer customer experience and expand its competitive arena into new digital ecosystems *The Oxford*

Handbook of the Digital Economy Martin Peitz, Joel Waldfogel, 2012-08-23 The economic analysis of the digital economy has been a rapidly developing research area for more than a decade Through authoritative examination by leading scholars this Handbook takes a closer look at particular industries business practices and policy issues associated with the digital industry The volume offers an up to date account of key topics discusses open questions and provides guidance for future research It offers a blend of theoretical and empirical works that are central to understanding the digital economy The chapters are presented in four sections corresponding with four broad themes 1 infrastructure standards and platforms 2 the transformation of selling encompassing both the transformation of traditional selling and new widespread application of tools such as auctions 3 user generated content and 4 threats in the new digital environment The first section covers infrastructure standards and various platform industries that rely heavily on recent developments in electronic data storage and transmission including software video games payment systems mobile telecommunications and B2B commerce The second section takes account of the reduced costs of online retailing that threatens offline retailers widespread availability of information as it affects pricing and advertising digital technology as it allows the widespread employment of novel price and non price strategies bundling price discrimination and auctions as well as better tar The third section addresses the emergent phenomenon of user generated content on the Internet including the functioning of social networks and open source Finally the fourth section discusses threats arising from digitization and the Internet namely digital piracy privacy and internet security concerns

Strategic Marketing Management: Theory and Practice Alexander Chernev, 2019-01-01

Strategic Marketing Management Theory and Practice offers a systematic overview of the fundamentals of marketing theory defines the key principles of marketing management and presents a value based framework for developing viable market offerings The theory presented stems from the view of marketing as a value creation process that is central to any business enterprise The discussion of marketing theory is complemented by a set of practical tools that enable managers to apply the knowledge contained in the generalized frameworks to specific business problems and market opportunities The information on marketing theory and practice contained in this book is organized into eight major parts The first part defines the essence of marketing as a business discipline and outlines an overarching framework for marketing management that serves as the organizing principle for the information presented in the rest of the book Specifically we discuss the role of marketing management as a value creation process the essentials of marketing strategy and tactics as the key components of a company s business model and the process of developing an actionable marketing plan Part Two focuses on understanding the market in which a company operates Specifically we examine how consumers make choices and outline the main steps in the customer decision journey that lead to the purchase of a company s offerings We further discuss the ways in which companies conduct market research to gather market insights in order to make informed decisions and develop viable courses of action Part Three covers issues pertaining to the development of a marketing strategy that will guide the company

s tactical activities Here we focus on three fundamental aspects of a company s marketing strategy the identification of target customers the development of a customer value proposition and the development of a value proposition for the company and its collaborators The discussion of the strategic aspects of marketing management includes an in depth analysis of the key principles of creating market value in a competitive context The next three parts of the book focus on the marketing tactics viewed as a process of designing communicating and delivering value Part Four describes how companies design their offerings and specifically how they develop key aspects of their products services brands prices and incentives In Part Five we address the ways in which companies manage their marketing communication and the role of personal selling as a means of persuading customers to choose purchase and use a company s offerings Part Six explores the role of distribution channels in delivering the company s offerings to target customers by examining the value delivery process both from a manufacturer s and a retailer s point of view The seventh part of the book focuses on the ways in which companies manage growth Specifically we discuss strategies used by companies to gain and defend market position and in this context address the issues of pioneering advantage managing sales growth and managing product lines We further address the process of developing new market offerings and the ways in which companies manage the relationship with their customers The final part of this book presents a set of tools that illustrate the practical application of marketing theory Specifically Part Eight delineates two workbooks a workbook for segmenting the market and identifying target customers and a workbook for developing the strategic and tactical components of a company s business model This part also contains examples of two marketing plans one dealing with the launch of a new offering and the other focused on managing an existing offering

Technology and the Rise of Great Powers Jeffrey Ding, 2024-08-20 Technological revolutions have long been understood as one of the key factors affecting the rise of great powers Yet when these dynamics have been studied the focus tends to be on the moment of innovation where was a key technology invented In this book Jeffrey Ding argues that it s not innovation but rather the way a technology diffuses through a country that determines whether and how it strengthens the state The result is a new way to consider how technology and power have played out over history and what this might mean for the future To make this case Ding first outlines a new theory that centers on not the creation of new technology but its spread across society looking specifically at the role of education in promoting technological skill and literacy He then shows how this approach changes our understanding of three canonical cases Britain s rise during the first industrial revolution America s rise during the second industrial revolution and Japan s rise and decline during the third industrial revolution He then expands out to consider what this theory would predict for the coming competition between the United States and China in an AI driven fourth industrial revolution The result is an ambitious wide ranging take on how technology shapes world order Provided by publisher *Harvard Business Review Entrepreneur's Handbook* Harvard Business Review, 2018-01-23 The one primer you need to develop your entrepreneurial skills Whether you re imagining your new business to be the next

big thing in Silicon Valley a pivotal B2B provider or an anchor in your local community the HBR Entrepreneur's Handbook is your essential resource for getting your company off the ground Starting an independent new business is rife with both opportunity and risk And as an entrepreneur you're the one in charge your actions can make or break your business You need to know the tried and true fundamentals from writing a business plan to getting your first loan You also need to know the latest thinking on how to create an irresistible pitch deck mitigate risk through experimentation and develop unique opportunities through business model innovation The HBR Entrepreneur's Handbook addresses these challenges and more with practical advice and wisdom from Harvard Business Review's archive Keep this comprehensive guide with you throughout your startup's life and increase your business's odds for success In the HBR Entrepreneur's Handbook you'll find Step by step guidance through the entrepreneurial process Concise explanations of the latest research and thinking on entrepreneurship from Harvard Business Review contributors such as Marc Andreessen and Reid Hoffman Time honed best practices Stories of real companies from Airbnb to eBay You'll learn Which skills and characteristics make for the best entrepreneurs How to gauge potential opportunities The basics of business models and competitive strategy How to test your assumptions before you build a whole business How to select the right legal structure for your company How to navigate funding options from venture capital and angel investors to accelerators and crowdfunding How to develop sales and marketing programs for your venture What entrepreneurial leaders must do to build culture and set direction as the business keeps growing HBR Handbooks provide ambitious professionals with the frameworks advice and tools they need to excel in their careers With step by step guidance time honed best practices real life stories and concise explanations of research published in Harvard Business Review each comprehensive volume helps you to stand out from the pack whatever your role

HBR's 10 Must Reads on Data Strategy (featuring "Democratizing Transformation" by Marco Iansiti and Satya Nadella)

Harvard Business Review, Satya Nadella, Thomas H. Davenport, Marco Iansiti, Tsedal Neeley, 2025-06-17 Data is your business Have you unlocked its full potential If you read nothing else on data strategy read this book We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you maximize your analytics capabilities harness the power of data algorithms and AI and gain competitive advantage in our hyperconnected world This book will inspire you to Reap the rewards of digital transformation Make better data driven decisions Design breakout products that generate profitable insights Address vulnerabilities to cyberattacks and data breaches Reskill your workforce and build a culture of continuous learning Win with personalized customer experiences at scale This collection of articles includes What's Your Data Strategy by Leandro DalleMule and Thomas H Davenport Democratizing Transformation by Marco Iansiti and Satya Nadella Why Companies Should Consolidate Tech Roles in the C Suite by Thomas H Davenport John Spens and Saurabh Gupta Developing a Digital Mindset by Tsedal Neeley and Paul Leonardi What Does It Actually Take to Build a Data Driven Culture by Mai B AlOwaish and Thomas C Redman When Data Creates Competitive Advantage by Andrei Hagiu and

Julian Wright Building an Insights Engine by Frank van den Driest Stan Sthanunathan and Keith Weed Personalization Done Right by Mark Abraham and David C Edelman Ensure High Quality Data Powers Your AI by Thomas C Redman The Ethics of Managing People's Data by Michael Segalla and Dominique Rouzies Where Data Driven Decision Making Can Go Wrong by Michael Luca and Amy C Edmondson Sizing Up Your Cyberrisks by Thomas J Parenty and Jack J Domet A Better Way to Put Your Data to Work Veeral Desai Tim Fountaine and Kayvaun Rowshankish and Heavy Machinery Meets AI by Vijay Govindarajan and Venkat Venkatraman HBR's 10 Must Reads are definitive collections of classic ideas practical advice and essential thinking from the pages of Harvard Business Review Exploring topics like disruptive innovation emotional intelligence and new technology in our ever evolving world these books empower any leader to make bold decisions and inspire others

Harvard Business Review, 2007 **Competition Law and Big Data** Beata Mäihäniemi, 2020-02-28 In this timely book Beata Mäihäniemi analyses and evaluates how the characteristics of information as a good as well as the characteristics of digital platforms affect the application of competition law in both theory and practice *Platforms, Markets and Innovation* Annabelle Gawer, 2011-01-01 In her pioneering book Platform Leadership with Michael Cusumano Gawer gave us the strategy of building coalitions of customers suppliers and complementors Now she brings together a number of the leading researchers in the area of platform strategy to give us a book that will be a key reference for both practitioners and academics Adam Brandenburger New York University US Annabelle Gawer's collected volume of research shows that a vibrant community of scholars has arisen around platforms and innovation Each of the chapters is first rate with top researchers offering some of their latest work This will be an indispensable book for students of innovation and technology management everywhere Henry Chesbrough University of California Berkeley US Annabelle Gawer's *Platforms Markets and Innovation* is the first serious exploration of the critical but subtle role that platforms play in business society and our personal lives As digital technologies penetrate every nook and cranny of the world around us we rely on platforms to both help us use the new technologies as well as to organize new markets of innovation that add applications on top of the platforms and make them far more valuable Dr Gawer's excellent book is designed to help us understand the mysterious nature of platforms It brings together the insights of twenty four experts around the world who contributed to the fourteen chapters of the book Dr Gawer's book is invaluable to anyone trying to understand the nuanced nature of platforms and their implications for the evolution of innovation in the 21st century Irving Wladawsky Berger IBM Academy of Technology US The emergence of platforms is a novel phenomenon impacting most industries from products to services Industry platforms such as Microsoft Windows or Google embedded within industrial ecosystems have redesigned our industrial landscapes upset the balance of power between firms fostered innovation and raised new questions on competition and innovation Annabelle Gawer presents cutting edge contributions from 24 top international scholars from 19 universities across Europe the USA and Asia from the disciplines of strategy economics innovation organization studies and knowledge management The novel

insights assembled in this volume constitute a fundamental step towards an empirically based nuanced understanding of the nature of platforms and the implications they hold for the evolution of industrial innovation The book provides an overview of platforms and discusses governance management design and knowledge issues With a multidisciplinary approach this book will strongly appeal to academics and advanced students in management innovation strategy economics and design It will also prove an enlightening read for business managers in IT industries

The Harvard Business Review Entrepreneur's Handbook Harvard Business Review, 2018-01-23 The one primer you need to develop your entrepreneurial skills Whether you're imagining your new business to be the next big thing in Silicon Valley a pivotal B2B provider or an anchor in your local community the HBR Entrepreneur's Handbook is your essential resource for getting your company off the ground Starting an independent new business is rife with both opportunity and risk And as an entrepreneur you're the one in charge your actions can make or break your business You need to know the tried and true fundamentals from writing a business plan to getting your first loan You also need to know the latest thinking on how to create an irresistible pitch deck mitigate risk through experimentation and develop unique opportunities through business model innovation The HBR Entrepreneur's Handbook addresses these challenges and more with practical advice and wisdom from Harvard Business Review's archive Keep this comprehensive guide with you throughout your startup's life and increase your business's odds for success In the HBR Entrepreneur's Handbook you'll find Step by step guidance through the entrepreneurial process Concise explanations of the latest research and thinking on entrepreneurship from Harvard Business Review contributors such as Marc Andreessen and Reid Hoffman Time honed best practices Stories of real companies from Airbnb to eBay You'll learn Which skills and characteristics make for the best entrepreneurs How to gauge potential opportunities The basics of business models and competitive strategy How to test your assumptions before you build a whole business How to select the right legal structure for your company How to navigate funding options from venture capital and angel investors to accelerators and crowdfunding How to develop sales and marketing programs for your venture What entrepreneurial leaders must do to build culture and set direction as the business keeps growing

Corporate Level Strategy Olivier Furrer, 2010-10-04 In *Corporate Level Strategy* Furrer guides the reader in developing the ability to consider the impact of change and other important environmental forces on the opportunities for establishing and sustaining competitive advantage in diversified corporations as a whole

Industrial Organization and the Digital Economy Gerhard Illing, Martin Peitz, 2006 Theoretical and factual studies of ways that the rapidly evolving digital economy has changed the structure of different industries focusing on the software and music industries

Path Dependence in Two-sided Markets Tobias Georg Meyer, 2012

The Digital Transformation Playbook David L. Rogers, 2016-04-05 Rethink your business for the digital age Every business begun before the Internet now faces the same challenge How to transform to compete in a digital economy Globally recognized digital expert David L. Rogers argues that digital transformation is not about updating your technology but about upgrading

your strategic thinking Based on Rogers s decade of research and teaching at Columbia Business School and his consulting for businesses around the world The Digital Transformation Playbook shows how pre digital era companies can reinvigorate their game plans and capture the new opportunities of the digital world Rogers shows why traditional businesses need to rethink their underlying assumptions in five domains of strategy customers competition data innovation and value He reveals how to harness customer networks platforms big data rapid experimentation and disruptive business models and how to integrate these into your existing business and organization Rogers illustrates every strategy in this playbook with real world case studies from Google to GE from Airbnb to the New York Times With practical frameworks and nine step by step planning tools he distills the lessons of today s greatest digital innovators and makes them usable for businesses at any stage Many books offer advice for digital start ups but The Digital Transformation Playbook is the first complete treatment of how legacy businesses can transform to thrive in the digital age It is an indispensable guide for executives looking to take their firms to the next stage of profitable growth

Market Platforms, Industrial Clusters and Small Business Dynamics

Ke Ding,2012-01-01 The emergence of specialized markets has profoundly improved the means of market access enriched the driving forces of value chains and changed the business environment for small firms in the developing world This ground breaking book summarizes the experience of specialized markets in a systematic manner Specialized markets are a unique product of China s economic transition They are marketplaces located in industrial clusters specializing in the wholesale of local commodities and related goods Ding Ke reveals that despite their seemingly primitive form specialized markets appeared in many of the modern industrial sectors and were paradoxically upgraded and expanded as these clusters developed He argues that specialized markets have also formed solid linkages with marketplaces in various cities in China and in other developing economies A powerful emerging market oriented distribution system has thus appeared Based on thorough fieldwork covering ten years and using the novel theory of the platform this book clarifies the unique development logic of specialized markets Specialized markets have thoroughly changed the business environment for SMEs in developing countries and greatly enriched the general understanding concerning SME development This book will prove invaluable for SME Chinese economy and platform researchers Management scientists and managers in multinational firms focusing on bottom of the pyramid markets will also find plenty of interesting information in this enlightening compendium

[HBR's 10 Must Reads on Entrepreneurship and Startups \(featuring Bonus Article "Why the Lean Startup Changes Everything" by Steve Blank\)](#) Harvard Business Review,Steve Blank,Marc Andreessen,Reid Hoffman,William A. Sahlman,2018-01-23 The best entrepreneurs balance brilliant business ideas with a rigorous commitment to serving their customers needs If you read nothing else on entrepreneurship and startups read these 10 articles by experts in the field We ve combed through hundreds of articles in the Harvard Business Review archive and selected the most important ones to help you build your company for enduring success Leading experts and practitioners such as Clayton Christensen Marc Andreessen and Reid Hoffman provide

the insights and advice that will inspire you to Understand what makes entrepreneurial leaders tick Know what matters in a great business plan Adopt lean startup practices such as business model experimentation Be prepared for the race for scale in Silicon Valley Better understand the world of venture capital and know what you ll get along with VC funding Take an alternative approach to entrepreneurship buy an existing business and run it as CEO This collection of articles includes Hiring an Entrepreneurial Leader by Timothy Butler How to Write a Great Business Plan by William A Sahlman Why the Lean Start Up Changes Everything by Steve Blank The President of SRI Ventures on Bringing Siri to Life by Norman Winarsky In Search of the Next Big Thing an interview with Marc Andreessen by Adi Ignatius Six Myths About Venture Capitalists by Diane Mulcahy Chobani s Founder on Growing a Start Up Without Outside Investors by Hamdi Ulukaya Network Effects Aren t Enough by Andrei Hagiu and Simon Rothman Blitzscaling an interview with Reid Hoffman by Tim Sullivan Buying Your Way into Entrepreneurship by Richard S Ruback and Royce Yudkoff and The Founder s Dilemma by Noam Wasserman **Digital**

Dominance Martin Moore,Damian Tambini,2018 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 **The Corporation and the Twentieth Century** Richard N. Langlois,2023-06-27 A

definitive reframing of the economic institutional and intellectual history of the managerial era The twentieth century was the managerial century in the United States An organizational transformation from entrepreneurial to managerial capitalism brought forth what became a dominant narrative that administrative coordination by trained professional managers is essential to the efficient running of organizations both public and private And yet if managerialism was the apotheosis of administrative efficiency why did both its practice and the accompanying narrative lie in ruins by the end of the century In **The Corporation and the Twentieth Century** Richard Langlois offers an alternative version a comprehensive and nuanced reframing and reassessment of the economic institutional and intellectual history of the managerial era Langlois argues that managerialism rose to prominence not because of its inherent superiority but because of its contingent value in a young and

rapidly developing American economy The structures of managerialism solidified their dominance only because the century's great catastrophes of war depression and war again superseded markets scrambled relative prices and weakened market supporting institutions By the end of the twentieth century Langlois writes these market supporting institutions had reemerged to shift advantage toward entrepreneurial and market driven modes of organization This magisterial new account of the rise and fall of managerialism holds significant implications for contemporary debates about industrial and antitrust policies and the role of the corporation in the twenty first century

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