Matchmakers The New Economics Of Multisided Platforms | 8345b2458a99a15f1b48a08795f28b99


Matchmakers and Markets 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 link sellers and buyers, hosts and visitors, or even people who need a ride, Geoffrey G. Parker, Marshall W. Van Alstyne, and Sangnet 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.

Platform Revolution: How Networked Markets Are Transforming the Economyand How to Make Them Work for YOU NEW YORK TIMES BESTSELLER WASHINGTON POST BESTSELLER Winner of the getAbstract 17th International Book Award “The Seventh Sense is a concept every businesswoman, diplomat, or student should aspire to master—a powerful idea, backed by stories and figures that will be impossible to forget.” -- Walter Isaacson, author of Steve Jobs and Leonardo da Vinci Endless terror. Refugee waves. An unfixable global economy. Surprising election results. New billion-dollar fortunes. Miracle medical advances. What if they were all connected? What if you could understand why? The Seventh Sense is the story of what all of today’s successful figures see and feel: the forces that are invisible to most of us but explain everything from explosive technological change to uneasy political ripple. The secret to power now is understanding our new age of networks. Not merely the Internet but also the web of trade, finance, and even DNA. Based on his years of advising generals, CEOs, and politicians, Ramo takes us into the opaque heart of our world’s rapidly connected systems and teaches us what the losers are not yet seeing—and what the victors of this age already know.

Platform Scale In an economy where markets, consumers, and technology are ever-changing and increasingly interdependent, economic catalysts -- businesses that bring togethers 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 Codmaps it out, showing where the opportunities -- and pitfalls -- lie.

The Economics of Platforms 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 that 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.

The Business of Platforms 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 personalities and values in the making of middle class identities, by the forces of religion, class, gender, and values. The change of space between ‘offline’ and ‘online.’ This book 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, 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.

Strategic Decisions “Steadily-by redefining green—Jones is making sure that our planet and our people will not just survive but also thrive in a clean-energy economy.” —Leonardo DiCaprio A New York Times bestseller, The Green Collar Economy by award-winning human rights activist and environmental leader Van Jones delivers a multi-disciplinary and comprehensive approach to saving our planet and our economy. The book surveys the history of the environmental movement, then presents a visionary new approach to the economy that makes it possible to address the twin crises of climate change and poverty. The Green Collar Economy will be a standard reference for everyone seeking to create a sustainable and just society.

The Middleman Economy This book explores the implications of the U.S. Supreme Court’s ruling in Ohio et al. v. American Express, and the preceding 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 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 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 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 Court’s ruling. The authors address such criticisms, based on our (and other legal and economic practitioners’ and academicians’) understanding of the modern economic theories on multisided markets. In particular, Schmalensee underlines the need for decisionmakers to take into account any alleged anticompetitive harm and benefits to participants on both sides of a multisided 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 a full rule of reason analysis of conduct in multisided markets, consistent with both long-standing antitrust precedent and modern economic theory. A proper assessment must take into account the 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 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 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 by the U.S. on behalf of the petitioners.

Dark Money Credit The definitive account of the trillion-dollar payment card industry. The payment card business has evolved from its inception in the 1950s as a way to handle payment for expense-account Luncheons (the Diners Club card) into today’s comprehensive, sprawling industry that drives trillions of dollars in transaction volume each year. Paying with Plastic is the definitive source on an industry that has revolutionized the way we borrow and spend. More than a history book, Paying with Plastic delivers an entertaining discussion of the impact of an industry that epitomizes the notion of two-sided markets: those in which two or more customer groups receive value only if all sides are actively engaged. New to this second edition, the two-sided market discussion provides useful insight into the implications of these market dynamics for cardholder rewards, merchant interchange fees, and card acceptance. The authors, both of whom have researched the industry for more than 25 years, also examine the implications of the recent antitrust case on the industry as well as other business and technological changes—including the massive consolidation brought about by bank mergers, the rise of the debit card, and the emergence of e-commerce— that could alter the payment card industry dramatically in the years to come.

The Economics of E-Commerce Over the past ten years, there has been growing interest in the process of strategic decision-making among both managers and researchers. Strategic decisions are important for five main reasons: They are large-scale, risky and hard to reverse; they are a bridge between deliberate and emerging strategies; they can be a major source of organizational learning; they play an important part in the development of individual managers and they cut across functions and academic disciplines. Strategic Decisions summarizes the state of the art in research on strategic decision-making, with chapters prepared by leading strategy researchers. The editors also present implications for current application and proposed directions for future research.

Verbal Advantage Digital platforms controlled by 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 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 on network effects. The authors use short case studies and real-world applications to explain key concepts such as how platforms maximize network effects and what price and non-price strategies they choose. This self-contained text is the first to offer a systematic and formalized account of what platforms are and how they operate, concisely incorporating path-breaking insights in economics over the last twenty years.

Modern Monopolies With the rise of the Internet, many pundits predicted that middleman 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.

Shadow Cities 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 Zanou argues 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.

The Last Matchmaker This essential step-by-step guide to modern dating teaches you the most powerful and time-tested matchmaking secrets to meet, attract, and keep the man of your dreams! Award-winning matchmakers Nancy Goldfarb and Barbara Goldfarb, masterminds behind the West Coast's most famous dating service, share three decades' worth of the real secrets to what makes men tick—what they truly desire, what makes them run for the hills, and what makes them fall madly in love. On your own, the modern dating scene can be a nightmare, but He Loves Me is the only dating guide you'll ever need to make re-entering the dating world a fun, easy, successful process! With these proven tools you'll easily find love with the right man. In He Loves Me, you will learn how to: • meet quality men both in person and online—and spark their attraction so they're excited to take you out; • spot red flags and date smarter to avoid wasting time on people who just aren't right for you; • harness your amazing qualities, silence your inner critic, and find the confidence you need to attract a worthy man. He Loves Me is brimming with proven matchmaking secrets to help you cut through the nonsense of dating and find your perfect partner—for now and forever.

He Loves Me 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 disruptors that are effectively harnessing the power of communities. But what exactly is a platform business and how is it different? In Platform Strategy, Laure Claire Reillier provides a practical, critical 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 Green Collar Economy 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 to evaluate the intrinsic value of actual and potential e-commerce businesses on a company 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.

Who Gets What — Why 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-Winner-Take-All Markets,” by Thomas R. Frieden and Marshall W. Van Alstyne; “Finding Your Place in Your Market,” 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 Decentralization,” by Benjamin Friedman and Damien Geradin; “Alienism,” by 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.

Date-onomics “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. Sharing apartments and rides. Although 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 of the first to analyze matchmaker businesses 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 multisided platforms, and Matchmakers: The New Economics of Multisided Platforms will be the one book readers need in order to navigate this appealing but confusing world.”—Provided by publisher.

This book is open access under a CC BY license. In this book, Mike 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.

Capitalism without Capital 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 wealth for consumers. Consumers have benefited 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 which we can see happening now. If you want to understand the successes of software platforms, you 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.

Matchmaking in Middle Class India How do businesses sustainably grow? Whether you’re a startup founder trying to improve your odds of success, or a Fortune 100 businessperson looking for ways to optimize an already successful business, you will benefit from understanding the ways you acquire customers and generate revenue from them. This book can help. We demonstrate methods to assess and calculate Customer Acquisition Costs (CAC), Lifetime Value (LTV), and more. Looking at 15 case studies from a wide range of business types, we show how metrics can vary based on situation and goals. You will see how CAC and LTV play into your company's overall strategy, and how they can be imperfect methods. - How to manage the cost of growth along with potential value generated. - The difference between growing and scaling a business. - Why food delivery businesses with good unit economics shut down. - The difference between taxi and rideshare business models. - Why it made sense for data storage companies to launch too soon. - How varied business types, including mobility, consumer packaged goods, organized crime, art, subscriptions, mattress stores, food delivery, and more thrive or struggle because of these metrics. Written by Paul Orlando, who built and operated startup accelerators in Los Angeles, Hong Kong, and Rome, and who teaches at the University of Southern California, the book explains why you can use the lessons you learn in your own company as well as when you evaluate other businesses. The book is a direct, practical guide for startup founders, operators, and students of business.

Platform Strategy 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 stores. Their clients are 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 Platform Strategy, 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.

Remix Strategy 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 a matchmaker, confidante, 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 practical tips that tell you how to summon that even you have the courage to do to attract the man of your dreams. 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.

Catalyst Code How a vast network of shadow credit financed European growth long before the advent of banking

Prevailing wisdom dictates that, without banks, countries would be mired in poverty. Yet somehow much of Europe managed to grow rich long before the diffusion of banks. Dark Matter Credit draws on centuries of cleverly collected loan data from France to reveal how credit abounded well before banks opened their doors. This incisive book shows how a vast system of shadow credit enabled nearly a third of French families to borrow in 1740, and by 1840 funded as much mortgage debt as the American banking system of the 1950s. Dark Matter Credit traces how this extensive private network outcompeted banks and thrived prior to World War I—not just in France but in Britain, Germany, and the United States—until killed off by government intervention after 1918. Overturning common assumptions about banks and economic growth, the book paints a revealing picture of an until-now hidden market of thousands of peer-to-peer loans made possible by a network of brokers who matched lenders with borrowers and certified the borrowers’ creditworthiness. A major work of scholarship, Dark Matter Credit challenges widespread misperceptions about French economic history, such as the notion that banks proliferated slowly, and the idea that financial innovation was hobbled by French law.

By documenting how intermediaries in the shadow credit market devised effective financial instruments, this compelling book provides new insights into how countries can develop and thrive today.

Practical Economics It’s not that he’s just not that into you—it’s that there aren’t enough of him. And the numbers prove it. Using a combination of demographics, statistics, game theory, and number-crunching, Dateonomics tells what every single, college-educated, heterosexual, looking-for-a-partner woman needs to know: The “man deficit” is real. It’s a fascinating, if sobering read, with two critical takeaways: One, it’s not you. Two, knowledge is power, so here’s what to do about it. The shortage of college-educated men is not just a big-city phenomenon frustrating women in New York and L.A. Among young college grads, there are four eligible women for every three men nationwide. This unequal ratio explains not only why it’s so hard to find a date, but a host of social issues, from the college hookup culture to the reason Salt Lake City is becoming the breast implant capital of America. Then there’s the math that says that a woman’s good looks can keep men from approaching her—particularly if they feel the odds aren’t in their favor. Fortunately, there are also solutions: what college to attend (any with strong sciences or math), where to hang out (in New York, try a fireman’s bar), where to live (Colorado, Seattle, “Man” Jose), and why never to shy away from giving an ultimatum.

Urban Labor Economics First time in book form! A successful program for teaching 3,500 vocabulary words that successful people need to know, based on America’s #1 bestselling audio vocabulary series. “People judge you by the words you use.” Millions of Americans know this phrase from radio and print advertising for the Verbal Advantage audio series, which has sold over 100,000 copies. Now this bestselling information is available for the first time in book form, in an easy-to-follow, graduated vocabulary building program that teaches an outstanding vocabulary in just ten sessions. Unlike other vocabulary books, Verbal Advantage provides a complete language, with clear pronunciations of words, phrases, and sentence examples, that helps the knowledge last. A 10-step vocabulary program teaches 500 key words and 3,000 synonyms. Lively, accessible writing from an expert author and radio personality. From the Trade Paperback edition.

HBR’s 10 Must Reads on Platforms and Ecosystems (with bonus article by “Why Some Platforms Thrive and Others Don’t” By Feng Zhu and Marco Iansiti) Early in the twenty-first century, a quiet revolution occurred. For the first time, the major developed economies began to invest more in intangible assets, like design, branding, and software, than in tangible assets, like machinery, buildings, and computers. For all sorts of businesses, the ability to deploy assets that one can neither see nor touch is increasingly the main source of long-term success. But this is not just a familiar story of the so-called new economy. Capitalism without Capital analyzes how the growing importance of intangible assets has also played a role in some of the larger economic changes of the past decade, including the growth of economic inequality and the stagnation of productivity. Jonathan Haskel and Stian Westlake explore the unusual economic characteristics of intangible investment and demand an economic-rich in intangibles is fundamentally different from one based on tangibles. Capitalism without Capital concludes by outlining how managers, investors, and policymakers can exploit the characteristics of an intangible age to grow their businesses, portfolios, and economies.

Growth Units 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 firsthand from their book that the platform business model is 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 Milukais, Co-founder and CEO, Cyclend “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 Artificial Intimacy “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 platform models are not well understood. Platform Scale is ideal 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.

Matchmakers 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 only people who have an inside track on how to make it work are the matchmakers themselves. Willie Daly, one of the world’s most talented and magical 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.

Thinking Infrastructures 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 on a date or been asked out, you’ve participated in a kind of marketplace. Most of us study or 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.

Matchmakers 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.

Invisible Engines How to Create Joint Value Alliances, partnerships, acquisitions, mergers, and joint ventures are no longer the exception in most businesses—they are part of the core strategy. As managers look to external partners for resources and capabilities, they need a practical roadmap to ensure that these relationships will create value for their firm. They must answer questions like these: Which business combinations do we need? When do we form them? Will their results just-ify our investments? Benjamin Gomes-Casseres explains how companies create value by “remixing” resources with other companies. Based on decades of consulting and academic research, Remix Strategy shows how three laws shape the success of any business combination: • First Law: The combination must have the potential to create more value than the parties could create on their own. Which elements from each business need to be combined to create joint value? • Second Law: The combination must be designed and managed to realize the joint value. How do we balance incentives among partners? • Third Law: The value created by the parties must motivate them to contribute to the collaboration. How will we share the joint value created? Will the returns shift over time? Supported by examples from a wide range of industries and companies, and filled with practical tools and techniques for applying the three laws, this book helps managers design and lead a coherent strategy for creating joint value with outside partners.

differences have ended friendships and caused rifts in families. We need a tool to help us build more resilient relationships despite real and present differences. In Brave Talk, communications expert Melody Schramm offers just such a tool: impasse. By learning to treat every conflict as if it's an impasse and temporarily suspend our desire to resolve differences, we make space for deeper understanding and stronger ties. Brave Talk offers hands-on skill-building in critical thinking, power sharing, and rhetoric.

Combining real-life storytelling, engaging illustrations, and rigorous academic sources, this book blends humor, creativity, and interactive learning to help everyday people develop better skills for navigating conflict in order to build stronger relationships and healthier communities.

Brave Talk 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 interactions at play 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 you 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.

Crash Course in Love 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, and entrepreneurs and executives must learn to live in the digital age. They must understand new industries, the platform 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 Platform is an invaluable, in-depth look at platform strategy and digital innovation. Cusumano, Gaver, 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 government should play in regulating data privacy, 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 comprehensive and thoughtful celebration yet of the economic and technological forces that have made 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.

The Seventh Sense * 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 production costs, and outsized market power. The authors dissect this new model of economic forces which has become essential today. *Buy now the summary of this book for the modest price of a cup of coffee!*

Become Your Own Matchmaker 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 What happens when the human brain, which evolved over eons, collides with twenty-first-century technology? Machines can now push psychological buttons, stimulating and sometimes exploiting the ways people make friends, gossip with neighbors, and grow intimate with lovers. Sex robots present the humanoid face of this technological revolution—and although it is easy to gawk at their uncanny realism, more familiar technologies based in artificial intelligence and virtual reality are insinuating themselves into human interactions. Digital lovers, virtual friends, and algorithmic matchmakers help us manage our feelings in a world of cognitive overload. Will these machines, fueled by masses of user data and powered by algorithms that learn all the time, transform the quality of human life? Artificial Intimacy offers an innovative perspective on the possibilities of the present and near future. The evolutionary biologist Rob Brooks explores the latest research on intimacy and desire to consider the interaction of new technologies and
fundamental human behaviors. He details how existing artificial intelligences can already learn and exploit human social needs—and are getting better at what they do. Brooks combines an understanding of core human traits from evolutionary biology with analysis of how cultural, economic, and technological contexts shape the ways people express them. Beyond the technology, he asks what the implications of artificial intimacy will be for how we understand ourselves.

ANTITRUST ANALYSIS OF PLATFORM MARKETS 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

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