

## Machine Platform Crowd Harnessing The Digital Revolution

Machine, Platform, Crowd: Harnessing Our Digital Future W. W. Norton & Company

“A clear and crisply written account of machine intelligence, big data and the sharing economy. But McAfee and Brynjolfsson also wisely acknowledge the limitations of their futurology and avoid over-simplification.” —Financial Times In *The Second Machine Age*, Andrew McAfee and Erik Brynjolfsson predicted some of the far-reaching effects of digital technologies on our lives and businesses. Now they’ve written a guide to help readers make the most of our collective future. *Machine | Platform | Crowd* outlines the opportunities and challenges inherent in the science fiction technologies that have come to life in recent years, like self-driving cars and 3D printers, online platforms for renting outfits and scheduling workouts, or crowd-sourced medical research and financial instruments.

Advances in artificial intelligence (AI) highlight the potential of this technology to affect productivity, growth, inequality, market power, innovation, and employment. This volume seeks to set the agenda for economic research on the impact of AI. It covers four broad themes: AI as a general purpose technology; the relationships between AI, growth, jobs, and inequality; regulatory responses to changes brought on by AI; and the effects of AI on the way economic research is conducted. It explores the economic influence of machine learning, the branch of computational statistics that has driven much of the recent excitement around AI, as well as the economic impact of robotics and automation and the potential economic consequences of a still-hypothetical artificial general intelligence. The volume provides frameworks for understanding the economic impact of AI and identifies a number of open research questions. Contributors: Daron Acemoglu, Massachusetts Institute of Technology Philippe Aghion, Collège de France Ajay Agrawal, University of Toronto Susan Athey, Stanford University James Bessen, Boston University School of Law Erik Brynjolfsson, MIT Sloan School of Management Colin F. Camerer, California Institute of Technology Judith Chevalier, Yale School of Management Iain M. Cockburn, Boston University Tyler Cowen, George Mason University Jason Furman, Harvard Kennedy School Patrick Francois, University of British Columbia Alberto Galasso, University of Toronto Joshua Gans, University of Toronto Avi Goldfarb, University of Toronto Austan Goolsbee, University of Chicago Booth School of Business Rebecca Henderson, Harvard Business School Ginger Zhe Jin, University of Maryland Benjamin F. Jones, Northwestern University Charles I. Jones, Stanford University Daniel Kahneman, Princeton University Anton Korinek, Johns Hopkins University Mara Lederman, University of Toronto Hong Luo, Harvard Business School John McHale, National University of Ireland Paul R. Milgrom, Stanford University Matthew Mitchell, University of Toronto Alexander Oettl, Georgia Institute of Technology Andrea Prat, Columbia Business School Manav Raj, New York University Pascual Restrepo, Boston University Daniel Rock, MIT Sloan School of Management Jeffrey D. Sachs, Columbia University Robert Seamans, New York University Scott Stern, MIT Sloan School of Management Betsey Stevenson, University of Michigan Joseph E. Stiglitz, Columbia University Chad Syverson, University of Chicago Booth School of Business Matt Taddy, University of Chicago Booth School of Business Steven Tadelis, University of California, Berkeley Manuel Trajtenberg, Tel Aviv University Daniel Treffer, University of Toronto Catherine Tucker, MIT Sloan School of Management Hal Varian, University of California, Berkeley

A landmark insider’s tour of how social media affects our decision-making and shapes our world in ways both useful and dangerous, with critical insights into the social media trends of the 2020 election and beyond “The book might be described as prophetic. . . . At least two of Aral’s three predictions have come to fruition.”—New York **NAMED ONE OF THE BEST BOOKS OF THE YEAR BY WIRED • LONGLISTED FOR THE PORCHLIGHT BUSINESS BOOK AWARD** Social media connected the world—and gave rise to fake news and increasing polarization. It is paramount, MIT professor Sinan Aral says, that we recognize the outsize effect social media has on us—on our politics, our economy, and even our personal health—in order to steer today’s social technology toward its great promise while avoiding the ways it can pull us apart. Drawing on decades of his own research and business experience, Aral goes under the hood of the most powerful social networks to tackle the critical question of just how much social media actually shapes our choices, for better or worse. He shows how the tech behind social media offers the same set of behavior influencing levers to everyone who hopes to change the way we think and act—from Russian hackers to brand marketers—which is why its consequences affect everything from elections to business, dating to health. Along the way, he covers a wide array of topics, including how network effects fuel Twitter’s and Facebook’s massive growth, the neuroscience of how social media affects our brains, the real consequences of fake news, the power of social ratings, and the impact of social media on our kids. In mapping out strategies for being more thoughtful consumers of social media, *The Hype Machine* offers the definitive guide to understanding and harnessing for good the technology that has redefined our world overnight.

We live in strange times. A machine plays the strategy game Go better than any human; upstarts like Apple and Google destroy industry stalwarts such as Nokia; ideas from the crowd are repeatedly more innovative than corporate research labs. In *The Second Machine Age*, Andrew McAfee and Erik Brynjolfsson predicted some of the far-reaching effects of digital technologies on our lives and businesses. Now they've written a guide to help readers make the most of our collective future. *Machine, Platform, Crowd* outlines the opportunities and challenges inherent in the science fiction-worthy technologies that have come to life in recent years, like self-driving cars and 3D printers, online platforms for renting outfits and scheduling workouts, or crowd-sourced medical research and financial instruments.

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.

Companies that don't use AI to their advantage will soon be left behind. Artificial intelligence and machine learning will drive a massive reshaping of the economy and society. What should you and your company be doing right now to ensure that your business is poised for success? These articles by AI experts and consultants will help you understand today's essential thinking on what AI is capable of now, how to adopt it in your organization, and how the technology is likely to evolve in the near future. *Artificial Intelligence: The Insights You Need from Harvard Business Review* will help you spearhead important conversations, get going on the right AI initiatives for your company, and capitalize on the opportunity of the machine intelligence revolution. Catch up on current topics and deepen your understanding of them with the *Insights You Need* series from Harvard Business Review. Featuring some of HBR's best and most recent thinking, *Insights You Need* titles are both a primer on today's most pressing issues and an extension of the conversation, with interesting research, interviews, case studies, and practical ideas to help you explore how a particular issue will impact your company and what it will mean for you and your business.

Companies that don't use AI will soon be obsolete. From making faster, better decisions to automating rote work to enabling robots to respond to emotions, AI and machine learning are already reshaping business and society. What should you and your company be doing today to ensure that you're poised for success and keeping up with your competitors in the age of AI? *Artificial Intelligence: The Insights You Need from Harvard Business Review* brings you today's most essential thinking on AI and explains how to launch the right initiatives at your company to capitalize on the opportunity of the machine intelligence revolution. Business is changing. Will you adapt or be left behind? Get up to speed and deepen your understanding of the topics that are shaping your company's future with the *Insights You Need from Harvard Business Review* series. Featuring HBR's smartest thinking on fast-moving issues--blockchain, cybersecurity, AI, and more--each book provides the foundational introduction and practical case studies your organization needs to compete today and collects the best research, interviews, and analysis to get it ready for tomorrow. You can't afford to ignore how these issues will transform the landscape of business and society. The *Insights You Need* series will help you grasp these critical ideas--and prepare you and your company for the future.

Examines how information technologies are affecting jobs, skills, wages, and the economy.

The idea that citizens' advancement should depend exclusively on merit, on qualities that deserve reward rather than on bloodlines or wire-pulling, was among the Founding ideals of the American republic, Joseph F. Kett argues in this provocative and engaging book. Merit's history, he contends, is best understood within the context of its often conflicting interaction with the other ideals of the Founding, equal rights and government by consent. Merit implies difference; equality suggests sameness. By sanctioning selection of those lower down by those higher up, merit potentially conflicts with the republican ideal that citizens consent to the decisions that affect their lives. In *Merit*, which traces the history of its subject over three centuries, Kett asserts that Americans have reconciled merit with other principles of the Founding in ways that have shaped their distinctive approach to the grading of public schools, report cards, the forging of workplace hierarchies, employee rating forms, merit systems in government, the selection of officers for the armed forces, and standardized testing for intelligence, character, and vocational interests. Today, the concept of merit is most commonly associated with measures by which it is quantified. Viewing their merit as an element of their selfhood--essential merit--members of the Founding generation showed no interest in quantitative measurements. Rather, they equated merit with an inner quality that accounted for their achievements and that was best measured by their reputations among their peers. In a republic based on equal rights and consent of the people, however, it became important to establish that merit-based rewards were within the grasp of ordinary Americans. In response, Americans embraced institutional merit in the form of procedures focused on drawing small distinctions among average people. They also developed a penchant for increasing the number of winners in competitions--what Kett calls "selection in" rather than "selection out"--in order to satisfy popular aspirations. Kett argues that values rooted in the Founding of the republic continue to influence Americans' approach to controversies, including those surrounding affirmative action, which involve the ideal of merit.

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.

A pair of technology experts describe how humans will have to keep pace with machines in order to become prosperous in the future and identify strategies and policies for business and individuals to use to combine digital processing power with human ingenuity.

The wide-ranging implications of the shift to a sharing economy, a new model of organizing economic activity that may supplant traditional corporations. Sharing isn't new. Giving someone a ride, having a guest in your spare room, running errands for someone, participating in a supper club—these are not revolutionary concepts. What is new, in the “sharing economy,” is that you are not helping a friend for free; you are providing these services to a stranger for money. In this book, Arun Sundararajan, an expert on the sharing economy, explains the transition to what he describes as “crowd-based capitalism”—a new way of organizing economic activity that may supplant the traditional corporate-centered model. As peer-to-peer commercial exchange blurs the lines between the personal and the professional, how will the economy, government regulation, what it means to have a job, and our social fabric be affected? Drawing on extensive research and numerous real-world examples—including Airbnb, Lyft, Uber, Etsy, TaskRabbit, France's BlaBlaCar, China's Didi Kuaidi, and India's Ola, Sundararajan explains the basics of crowd-based capitalism. He describes the intriguing mix of “gift” and “market” in its transactions, demystifies emerging blockchain technologies, and clarifies the dizzying array of emerging on-demand platforms. He considers how this new paradigm changes economic growth and the future of work. Will we live in a world of empowered entrepreneurs who enjoy professional flexibility and independence? Or will we become disenfranchised digital laborers scurrying between platforms in search of the next wedge of piecework? Sundararajan highlights the important policy choices and suggests possible new directions for self-regulatory organizations, labor law, and funding our social safety net.

Welcome to a new era of business in which your brand is defined by those who experience it. Do you know how your customers experience your brand today? Do you know how they really feel? Do you know what they say when you're not around? In an always-on world where everyone is connected to information and also one another, customer experience is your brand. And, without defining experiences, brands become victim to whatever people feel and share. In his new book *X: The Experience When Business Meets Design* bestselling author Brian Solis shares why great products are no longer good enough to win with customers and why creative marketing and delightful customer service too are not enough to succeed. In *X*, he shares why the future of business is experiential and how to create and cultivate meaningful experiences. This isn't your ordinary business book. The idea of a book was re-imagined for a digital meets analog world to be a relevant and sensational experience. Its aesthetic was meant to evoke emotion while also giving new perspective and insights to help you win the hearts and minds of your customers. And, the design of this book, along with what fills its pages, was done using the principles shared within. Brian shares more than the importance of experience. You'll learn how to design a desired, meaningful and uniform experience in every moment of truth in a fun way including: How our own experience gets in the way of designing for people not like us Why empathy and new perspective unlock creativity and innovation The importance of User Experience (UX) in real life and in executive thinking The humanity of Human-Centered Design in all you do The art of Hollywood storytelling from marketing to product design to packaging Apple's holistic approach to experience architecture The value of different journey and experience mapping approaches The future of business lies in experience architecture and you are the architect. Business, meet design. *X*

We live in strange times. A machine plays the strategy game Go better than any human; upstarts like Apple and Google destroy industry stalwarts such as Nokia; ideas from the crowd are repeatedly more innovative than corporate research labs. MIT's Andrew McAfee and Erik Brynjolfsson know what it takes to master this digital-powered shift: we must rethink the integration of minds and machines, of products and platforms, and of the core and the crowd. In all three cases, the balance now favors the second element of the pair, with massive implications for how we run our companies and live our lives. In the tradition of agenda-setting classics like Clay Christensen's *The Innovator's Dilemma*, McAfee and Brynjolfsson deliver both a penetrating analysis of a new world and a toolkit for thriving in it. For startups and established businesses, or for anyone interested in what the future holds, *Machine, Platform, Crowd* is essential reading.

Become a Digital Master—No Matter What Business You're In If you think the phrase “going digital” is only relevant for industries like tech, media, and entertainment—think again. In fact, mobile, analytics, social media, sensors, and cloud computing have already fundamentally changed the entire business landscape as we know it—including your industry. The problem is that most accounts of digital in business focus on Silicon Valley stars and tech start-ups. But what about the other 90-plus percent of the economy? In *Leading Digital*, authors George Westerman, Didier Bonnet, and Andrew McAfee highlight how large companies in traditional industries—from finance to manufacturing to pharmaceuticals—are using digital to gain strategic advantage. They illuminate the principles and practices that lead to successful digital transformation. Based on a study of more than four hundred global firms, including Asian Paints, Burberry, Caesars Entertainment, Codelco, Lloyds Banking Group, Nike, and Pernod Ricard, the book shows what it takes to become a Digital Master. It explains successful transformation in a clear, two-part framework: where to invest in digital capabilities, and how to lead the transformation. Within these parts, you'll learn:

- How to engage better with your customers
- How to digitally enhance operations
- How to create a digital vision
- How to govern your digital activities

The book also includes an extensive step-by-step transformation playbook for leaders to follow. *Leading Digital* is the must-have guide to help your organization survive and thrive in the new, digitally powered, global economy.

"This is a terrific book" - Kara Swisher An acclaimed tech reporter reveals the inner workings of Amazon, Facebook, Google, Apple, and Microsoft, showing how to compete with the tech titans using their own playbook. At Amazon, "Day One" is code for inventing like a startup, with little regard for legacy. Day Two is, in Jeff Bezos's own words, "stasis, followed by irrelevance, followed by excruciating, painful decline, followed by death." Most companies today are set up for Day Two. They build advantages and defend them fiercely, rather than invent the future. But Amazon and fellow tech titans Facebook, Google, and Microsoft are operating in Day One: they prioritize reinvention over tradition and collaboration over ownership. Through 130 interviews with insiders, from Mark Zuckerberg to hourly workers, *Always Day One* reveals the tech giants' blueprint for sustainable success in a business world where no advantage is safe. Companies today can spin up new products at record speed -- thanks to artificial intelligence and cloud computing -- and those who stand still will be picked apart. The tech giants remain dominant because they've built cultures that spark continual reinvention. It might sound radical, but those who don't act like it's always day one do so at their own peril. Kantrowitz uncovers the engine propelling the tech giants' continued dominance at a stage when most big companies begin to decline. And he shows the way forward for everyone who wants to compete with--and beat--the titans.

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.

Pork dorks. Craftsters. American Girl fans. Despite their different tastes, these eclectic diehards have a lot in common: they're obsessed about a specific brand, product, or category. They pursue their passions with fervor, and they're extremely knowledgeable about the things they love. They aren't average consumers—they're superconsumers. Although small in number, superconsumers can have an outsized impact on a company's bottom line. Representing 10% of total consumers, they can drive between 30% to 70% of sales, and they're usually willing to spend considerably more than the average consumer. And because they're so engaged and passionate, they can offer invaluable advice to managers looking to improve their products, change their business models, energize their cultures, and attract new customers. In *Superconsumers*, growth strategy expert Eddie Yoon lays out a simple but extremely effective framework that has helped companies of all types and sizes achieve more sustainable growth: he'll show you how to find, listen to, and engage with your most passionate and profitable consumers, and then tailor your decisions to meet their wants and needs. Along the way, he'll let you into the minds and homes of superconsumers of all kinds, revealing what makes them tick and why they're willing to spend so much more than other consumers. Rich with data and case studies of companies that have implemented superconsumer strategies with great success, *Superconsumers* is a fun, practical, and inspiring guide for anyone interested in making their best customers even better.

A bold new theory of leadership drawn from elite captains throughout sports—named one of the best business books of the year by CNBC, The New York Times, Forbes, *strategy+business*, The Globe and Mail, and Sports Illustrated "The book taught me that there's no cookie-cutter way to lead. Leading is not just what Hollywood tells you. It's not the big pregame speech. It's how you carry yourself every day, how you treat the people around you, who you are as a person."—Mitchell Trubisky, quarterback, Chicago Bears Now featuring analysis of the five-time Super Bowl champion New England Patriots and their captain, Tom Brady The seventeen most dominant teams in sports history had one thing in common: Each employed the same type of captain—a singular leader with an unconventional set of skills and tendencies. Drawing on original interviews with athletes, general managers, coaches, and team-building experts, Sam Walker identifies the seven core qualities of the Captain Class—from extreme doggedness and emotional control to tactical aggression and the courage to stand apart. Told through riveting accounts of pressure-soaked moments in sports history, *The Captain Class* will challenge your assumptions of what inspired leadership looks like. Praise for *The Captain Class* "Wildly entertaining and thought-provoking . . . makes you reexamine long-held beliefs about leadership and the glue that binds winning teams together."—Theo Epstein, president of baseball operations, Chicago Cubs "If you care about leadership, talent development, or the art of competition, you need to read this immediately."—Daniel Coyle, author of *The Culture Code* "The insights in this book are tremendous."—Bob Myers, general manager, Golden State Warriors "An awesome book . . . I find myself relating a lot to its portrayal of the out-of-the-norm leader."—Carli Lloyd, co-captain, U.S. Soccer Women's National Team "A great read . . . Sam Walker used data and a systems approach to reach some original and unconventional conclusions about the kinds of leaders that foster enduring success. Most business and leadership books lapse into clichés. This one is fresh."—Jeff Immelt, chairman and former CEO, General Electric "I can't tell you how much I loved *The Captain Class*. It identifies something many people who've been around successful teams have felt but were never able to articulate. It has deeply

affected my thoughts around how we build our culture.”—Derek Falvey, chief baseball officer, Minnesota Twins

NEW YORK TIMES BESTSELLER WASHINGTON POST BESTSELLER Winner of the getAbstract 17th International Book Award "The Seventh Sense is a concept every businessman, 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 ripples. The secret to power now is understanding our new age of networks. Not merely the Internet, but also webs 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.

What unites Google and Facebook, Apple and Microsoft, Siemens and GE, Uber and Airbnb? Across a wide range of sectors, these firms are transforming themselves into platforms: businesses that provide the hardware and software foundation for others to operate on. This transformation signals a major shift in how capitalist firms operate and how they interact with the rest of the economy: the emergence of platform capitalism. This book critically examines these new business forms, tracing their genesis from the long downturn of the 1970s to the boom and bust of the 1990s and the aftershocks of the 2008 crisis. It shows how the fundamental foundations of the economy are rapidly being carved up among a small number of monopolistic platforms, and how the platform introduces new tendencies within capitalism that pose significant challenges to any vision of a post-capitalist future. This book will be essential reading for anyone who wants to understand how the most powerful tech companies of our time are transforming the global economy."

Two experts on the information economy explore the true economic value of technology and innovation. A wave of business innovation is driving the productivity resurgence in the U.S. economy. In *Wired for Innovation*, Erik Brynjolfsson and Adam Saunders describe how information technology directly or indirectly created this productivity explosion, reversing decades of slow growth. They argue that the companies with the highest level of returns to their technology investment are doing more than just buying technology; they are inventing new forms of organizational capital to become digital organizations. These innovations include a cluster of organizational and business-process changes, including broader sharing of information, decentralized decision-making, linking pay and promotions to performance, pruning of non-core products and processes, and greater investments in training and education. Innovation continues through booms and busts. This book provides an essential guide for policy makers and economists who need to understand how information technology is transforming the economy and how it will create value in the coming decade.

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.

The #1 New York Times and Wall Street Journal bestseller from Steve Case—the co-founder of AOL—presents “a compelling roadmap for the future...that can help us make sense of the technological changes reshaping our economy and the world. A fascinating read” (Sheryl Sandberg, Facebook COO and founder of LeanIn.org). Steve Case—a pioneer who made the Internet part of everyday life—was on the leading edge of a revolution in 1985 when he co-founded AOL, the first Internet company to go public and the most successful business of the 1990s. Back then Case was an entrepreneur in an industry that hadn't really been invented yet, but he had a sense how dramatically the Internet would transform business and society. In *The Third Wave*, he uses his insights garnered from nearly four decades of working as an innovator, investor, and businessman to argue the importance of entrepreneurship and to chart a path for future innovators. We are entering, as Case explains, the “Third Wave” of the Internet. The first wave saw AOL and other companies lay the foundation for consumers to connect to the Internet. The second wave saw companies like Google and Facebook build on top of the Internet to create search and social networking capabilities, while apps like Snapchat and Instagram leveraged the smartphone revolution. Now, Case argues, we're entering the Third Wave: a period in which entrepreneurs will vastly transform major “real world” sectors such as health, education, transportation, energy, and food—and in the process change the way we live our daily lives. Part memoir, part manifesto, and part playbook for the future, *The Third Wave* explains the ways in which newly emerging technology companies will have to rethink their relationships with customers, with competitors, and with governments; and offers advice for how entrepreneurs can make winning business decisions and strategies—and how all of us can make sense of this ever-changing digital age.

The oil and gas industry is at a crossroads. Recent low prices, rapidly growing alternative fuels like renewables, the permanent swing from peak oil to super abundance, shifting consumer preferences, and global pressures to decarbonize suggest a challenged industry for the foreseeable future. Digital advances offer ways to lower costs of production, improve productivity, reduce carbon emissions, and regain public confidence. A wait-and-see attitude to digital innovation has failed many industries already, and the leaders of oil and gas urgently need guidance on how digital both disrupts and enhances their industry. Written by the world's leading experts on the intersection of digital technologies and the oil and gas industry, *Bits, Bytes, and Barrels* sets out the reasons why adoption is slow, describes the size and scale of both the opportunity and the threat from digital, identifies the key digital technologies and the role that they play in a digital future, and recommends a set of actions for leaders to take to accelerate the adoption of digital in the business. Providing an independent and expert perspective, *Bits, Bytes, and Barrels* addresses the impacts of digital across the breadth of the industry--from onshore to offshore, from upstream to midstream to integrated--and outlines a roadmap to help the decision-makers at all levels of the industry take meaningful action toward promising and rewarding digital adoption. "Web 2.0" is the portion of the Internet that's interactively produced by many people; it includes Wikipedia, Facebook, Twitter, Delicious, and prediction markets. In just a few years, Web 2.0 communities have demonstrated astonishing levels of innovation, knowledge accumulation, collaboration, and collective intelligence. Now, leading organizations are bringing the Web's novel tools and philosophies inside, creating Enterprise 2.0. In this book, Andrew McAfee shows how they're doing this, and why it's benefiting them. Enterprise 2.0 makes clear that the new technologies are good for much more than just socializing--when properly applied, they help businesses solve pressing problems, capture dispersed and fast-changing knowledge, highlight and leverage expertise, generate and refine ideas, and harness the wisdom of crowds. Most organizations, however, don't find it easy or natural to use these new tools initially. And executives see many possible pitfalls associated with them. Enterprise 2.0 explores these

concerns, and shows how business leaders can overcome them. McAfee brings together case studies and examples with key concepts from economics, sociology, computer science, consumer psychology, and management studies and presents them all in a clear, accessible, and entertaining style. Enterprise 2.0 is a must-have resource for all C-suite executives seeking to make technology decisions that are simultaneously powerful, popular, and pragmatic.

From open source cultures, piracy, to amateur media and on-demand labour, informal media activities are vibrant in circuits of cultural production, distribution, consumption and labour utilisation in China. They come in different sizes and shapes, involve multiple actors, often with transnational ties and tensions, and challenge polemic views. Why do these informal activities occur, and how do they evolve? What cultural and social consequences do they have? In what ways do they pose challenges to governance and provoke us to rethink the notion? This book engages with diverse forms of the informal and their equally diverse interactions with the formal in the broader context of the rise of digital platforms, the contingent and complicated state–market interactions, and evolving roles of users. The book provides a vivid and original account of how digital platforms navigate formal and informal boundaries at both operational and discursive levels; how enthusiastic fans, aspiring amateurs, 'ordinary' users and necessity-driven labourers become integral to the formal/informal interface; and how state and non-state actors intervene in governing the formal/informal dynamics. In doing so, the book opens up new insights into the ongoing digital transformation in China.

Business is changing. Will you adapt or be left behind? Get up to speed and deepen your understanding of the topics that are shaping your company's future with the Insights You Need from Harvard Business Review series. Featuring HBR's smartest thinking on fast-moving issues, each book provides the foundational introduction and practical case studies your organization needs to compete today and collects the best research, interviews, and analysis to get it ready for tomorrow. You can't afford to ignore how these issues will transform the landscape of business and society. The Insights You Need series will help you grasp these critical ideas—and prepare you and your company for the future. This specially priced 8-volume set includes: Agile Artificial Intelligence Blockchain Climate Change Customer Data & Privacy Cybersecurity Monopolies & Tech Giants Strategic Analytics

In a world where web services can make real-time data accessible to anyone, how can the government leverage this openness to improve its operations and increase citizen participation and awareness? Through a collection of essays and case studies, leading visionaries and practitioners both inside and outside of government share their ideas on how to achieve and direct this emerging world of online collaboration, transparency, and participation. Contributions and topics include: Beth Simone Noveck, U.S. Deputy Chief Technology Officer for open government, "The Single Point of Failure" Jerry Brito, senior research fellow at the Mercatus Center at George Mason University, "All Your Data Are Belong to Us: Liberating Government Data" Aaron Swartz, cofounder of reddit.com, OpenLibrary.org, and BoldProgressives.org, "When Is Transparency Useful?" Ellen S. Miller, executive director of the Sunlight Foundation, "Disrupting Washington's Golden Rule" Carl Malamud, founder of Public.Resource.Org, "By the People" Douglas Schuler, president of the Public Sphere Project, "Online Deliberation and Civic Intelligence" Howard Dierking, program manager on Microsoft's MSDN and TechNet Web platform team, "Engineering Good Government" Matthew Burton, Web entrepreneur and former intelligence analyst at the Defense Intelligence Agency, "A Peace Corps for Programmers" Gary D. Bass and Sean Moulton, OMB Watch, "Bringing the Web 2.0 Revolution to Government" Tim O'Reilly, founder and CEO of O'Reilly Media, "Defining Government 2.0: Lessons Learned from the Success of Computer Platforms" Open Government editors: Daniel Lathrop is a former investigative projects reporter with the Seattle Post Intelligencer who's covered politics in Washington state, Iowa, Florida, and Washington D.C. He's a specialist in campaign finance and "computer-assisted reporting" -- the practice of using data analysis to report the news. Laurel Ruma is the Gov 2.0 Evangelist at O'Reilly Media. She is also co-chair for the Gov 2.0 Expo.

"The most important book on AI this year." --The Guardian "Mr. Russell's exciting book goes deep, while sparkling with dry witticisms." --The Wall Street Journal "The most important book I have read in quite some time" (Daniel Kahneman); "A must-read" (Max Tegmark); "The book we've all been waiting for" (Sam Harris) A leading artificial intelligence researcher lays out a new approach to AI that will enable us to coexist successfully with increasingly intelligent machines In the popular imagination, superhuman artificial intelligence is an approaching tidal wave that threatens not just jobs and human relationships, but civilization itself. Conflict between humans and machines is seen as inevitable and its outcome all too predictable. In this groundbreaking book, distinguished AI researcher Stuart Russell argues that this scenario can be avoided, but only if we rethink AI from the ground up. Russell begins by exploring the idea of intelligence in humans and in machines. He describes the near-term benefits we can expect, from intelligent personal assistants to vastly accelerated scientific research, and outlines the AI breakthroughs that still have to happen before we reach superhuman AI. He also spells out the ways humans are already finding to misuse AI, from lethal autonomous weapons to viral sabotage. If the predicted breakthroughs occur and superhuman AI emerges, we will have created entities far more powerful than ourselves. How can we ensure they never, ever, have power over us? Russell suggests that we can rebuild AI on a new foundation, according to which machines are designed to be inherently uncertain about the human preferences they are required to satisfy. Such machines would be humble, altruistic, and committed to pursue our objectives, not theirs. This new foundation would allow us to create machines that are provably deferential and provably beneficial.

"This book identifies four distinct functions of American higher education that colleges and universities have acquired over the past two hundred years and that are integral to liberal democracy: social mobility, citizenship education, the discovery and communication of knowledge, and the cultivation of a pluralistic society. Each chapter takes up one of these functions to analyze and assess"--

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.

How non-IT managers can turn IT from an expensive liability into a cost-effective competitive tool. Firms spend more on information technology (IT) than on all other capital assets combined. And yet despite this significant cash outlay, businesses often end up with IT that is uneconomical and strategically feeble. What is missing in many organizations' IT strategy is the business acumen of managers from non-IT departments. This book presents tools for non-IT managers to turn IT from an expensive liability into a cost-effective competitive tool. It equips readers with the concepts and analytical skills necessary to understand IT needs and opportunities from both sides of the business–IT divide. Each chapter opens with a jargon decoder–nontechnical explanations of the key ideas in the chapter—and ends with a checklist summarizing non-IT factors to consider in IT decisions. Chapters cover such topics as infusing competitive firepower into IT strategy; amalgamating software and data for a hard-to-duplicate competitive advantage; making choices that meet today's business needs without handicapping future strategy; establishing who decides what about IT strategies; sourcing IT and its challenges; protecting IT

assets against disaster in ways that IT professionals cannot; and recognizing the business potential of emerging technologies. Examples are drawn from large corporations, small businesses, and nonprofits around the world. The book is suitable for use in the MBA core IT course, and is aimed especially at students in professional or executive MBA programs. It will also be a valuable reference for managers. With the right mindset and insight, anyone can become a millionaire. Are you tired of just paying bills until you die? Are you wasting your life at a job that doesn't make you fulfilled or financially secure? Then Future Proofing You: Twelve Truths for Creating Opportunity, Maximizing Wealth, and Controlling Your Destiny in an Uncertain World is for you. In this life-changing book, celebrated author and entrepreneur Jay Samit, who's worked with such visionaries as Bill Gates, Steve Jobs, Reid Hoffman, and hundreds of successful entrepreneurs, shares the key understandings and step-by-step process for becoming rich and never needing another job again. To prove the power of his 12 Truths, Samit also details the journey of how he mentored a broke millennial with these principles and empowered him to go from being on welfare to becoming a self-made millionaire in one year. Building upon the principles in his internationally acclaimed book Disrupt You, Samit explains: How to identify an idea and market to start your business How to build a virtual company with little or no capital The latest free software tools for managing your business Ways to get a piece of a trillion-dollar opportunity bigger than mobile How to harness the three primary fears of others to generate more sales Strategies for finding the right mentors to accelerate your success Techniques to structure any deal for creating recurring revenue and lasting wealth This book is perfect for anyone who is tired of jobs with no security, hopes to truly realize their professional and personal potential, and is looking for a way to build a better life for them and their family. Future Proofing You

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.

An invigorating, thought-provoking, and positive look at the rise of automation that explores how professionals across industries can find sustainable careers in the near future. Nearly half of all working Americans could risk losing their jobs because of technology. It's not only blue-collar jobs at stake. Millions of educated knowledge workers—writers, paralegals, assistants, medical technicians—are threatened by accelerating advances in artificial intelligence. The industrial revolution shifted workers from farms to factories. In the first era of automation, machines relieved humans of manually exhausting work. Today, Era Two of automation continues to wash across the entire services-based economy that has replaced jobs in agriculture and manufacturing. Era Three, and the rise of AI, is dawning. Smart computers are demonstrating they are capable of making better decisions than humans. Brilliant technologies can now decide, learn, predict, and even comprehend much faster and more accurately than the human brain, and their progress is accelerating. Where will this leave lawyers, nurses, teachers, and editors? In Only Humans Need Apply, Thomas Hayes Davenport and Julia Kirby reframe the conversation about automation, arguing that the future of increased productivity and business success isn't either human or machine. It's both. The key is augmentation, utilizing technology to help humans work better, smarter, and faster. Instead of viewing these machines as competitive interlopers, we can see them as partners and collaborators in creative problem solving as we move into the next era. The choice is ours.

From the coauthor of the New York Times bestseller The Second Machine Age, a paradigm-shifting argument “full of fascinating information and provocative insights” (Publishers Weekly, starred review)—demonstrating that we are increasing prosperity while using fewer natural resources. Throughout history, the only way for humanity to grow was by degrading the Earth: chopping down forests, polluting the air and water, and endlessly using up resources. Since the first Earth Day in 1970, the focus has been on radically changing course: reducing our consumption, tightening our belts, and learning to share and reuse. Is that argument correct? Absolutely not. In More from Less, McAfee argues that to solve our ecological problems we should do the opposite of what a decade of conventional wisdom suggests. Rather than reduce and conserve, we should rely on the cost-consciousness built into capitalism and the streamlining miracles of technology to create a more efficient world. America—a large, high-tech country that accounts for about 25% of the global economy—is now generally using less of most resources year after year, even as its economy and population continue to grow. What's more, the US is polluting the air and water less, emitting fewer greenhouse gases, and replenishing endangered animal populations. And, as McAfee shows, America is not alone. Other countries are also transforming themselves in fundamental ways. What has made this turnabout possible? One thing, primarily: the collaboration between technology and capitalism, although good governance and public awareness have also been critical. McAfee does warn of issues that haven't been solved, like global warming, overfishing, and communities left behind as capitalism and tech progress race forward. But overall, More from Less is a revelatory and “deeply engaging” (Booklist) account of how we've stumbled into an unexpectedly better balance with nature—one that holds out the promise of more abundant and greener centuries ahead.

'This is the most important - and fascinating - book yet written about how the digital age will affect our world' Walter Isaacson, author of Steve Jobs From two leading thinkers, the widely anticipated book that describes a new, hugely connected world of the future, full of challenges and benefits which are ours to meet and harness. The New Digital Age is the product of an unparalleled collaboration: full of the brilliant insights of one of Silicon Valley's great innovators - what Bill Gates was to Microsoft and Steve Jobs was to Apple,

Schmidt (along with Larry Page and Sergey Brin) was to Google - and the Director of Google Ideas, Jared Cohen, formerly an advisor to both Secretaries of State Condoleezza Rice and Hillary Clinton. Never before has the future been so vividly and transparently imagined. From technologies that will change lives (information systems that greatly increase productivity, safety and our quality of life, thought-controlled motion technology that can revolutionise medical procedures, and near-perfect translation technology that allows us to have more diversified interactions) to our most important future considerations (curating our online identity and fighting those who would do harm with it) to the widespread political change that will transform the globe (through transformations in conflict, increasingly active and global citizenries, a new wave of cyber-terrorism and states operating simultaneously in the physical and virtual realms) to the ever present threats to our privacy and security, Schmidt and Cohen outline in great detail and scope all the promise and peril awaiting us in the coming decades. A breakthrough book - pragmatic, inspirational and totally fascinating. Whether a government, a business or an individual, we must understand technology if we want to understand the future. 'A brilliant guidebook for the next century . . . Schmidt and Cohen offer a dazzling glimpse into how the new digital revolution is changing our lives' Richard Branson

"Timely and important . . . It should be our North Star for the recovery and beyond." --Hillary Clinton "Sperling makes a forceful case that only by speaking to matters of the spirit can liberals root their belief in economic justice in people's deepest aspirations--in their sense of purpose and self-worth." --The New York Times When Gene Sperling was in charge of coordinating economic policy in the Obama White House, he found himself surprised when serious people in Washington told him that the Obama focus on health care was a distraction because it was "not focused on the economy." How, he asked, was the fear felt by millions of Americans of being one serious illness away from financial ruin not considered an economic issue? Too often, Sperling found that we measured economic success by metrics like GDP instead of whether the economy was succeeding in lifting up the sense of meaning, purpose, fulfillment, and security of people. In *Economic Dignity*, Sperling frames the way forward in a time of wrenching change and offers a vision of an economy whose guiding light is the promotion of dignity for all Americans.

That's the promise, and peril, of the third digital revolution, where anyone will be able to make (almost) anything Two digital revolutions -- computing and communication -- have radically transformed our economy and lives. A third digital revolution is here: fabrication. Today's 3D printers are only the start of a trend, accelerating exponentially, to turn data into objects: Neil Gershenfeld and his collaborators ultimately aim to create a universal replicator straight out of Star Trek. While digital fabrication promises us self-sufficient cities and the ability to make (almost) anything, it could also lead to massive inequality. The first two digital revolutions caught most of the world flat-footed, thanks to *Designing Reality* that won't be true this time.

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