



MIT PLATFORM STRATEGY SUMMIT 2014



Welcome

David Verrill
Executive Director
Initiative on the Digital Economy

Hosted by Initiative on the Digital Economy
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**BOSTON
UNIVERSITY**



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The MIT Center for
Digital Business

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Agenda

- 8:30am Opening Remarks and Welcome (D. Verrill, G. Parker)
- 8:45am What's the Future of Business (B. Solis)
- 9:15am Energy's Digital Revolution (P. Evans, M. Kaplan, E. Graham)
- 10:00am *Coffee Break*
- 10:30am Platform Pull (J. Hagel)
- 11:00am Education Platforms (J. Fuentes)
- 12:00n *Lunch*
- 1:00pm Markets and Platforms (P. Coffee)
- 1:30pm Jawbone Platform (A. Rosenthal)
- 2:00pm Online Staffing Platforms (S. Kasriel)
- 2:30pm The Investing Ecosystem (R. Miner, J. Jarvis)
- 3:00pm *Coffee Break*
- 3:30pm Gaming Platforms (S. Yoon)
- 4:00pm Digital Games Industry (D. Nieborg, M. Coleman, J. von Dreunen, W. Somol)
- 4:45pm Impact of Big Data and Cloud Computing (M. Zeng)
- 5:15pm Closing Remarks (M. Van Alstyne)
- 5:30pm *Reception*

Logistics

Presentation Materials

Videotaping

Press

Alibaba in Quiet Period

WiFi: MIT Visitor

Twitter Feed:

#MITPlatform2014

Organizers



Geoffrey Parker

Tulane University/MIT
@g2parker



Marshall Van Alstyne

Boston University/MIT
@infoecon



Sangeet Choudary

Platform Thinking Labs
@sanguit

A 3D maze with silhouettes of people on various platforms. The maze is composed of white rectangular blocks. Some blocks are raised, creating platforms. Silhouettes of people in business attire are standing on these platforms. The background is a gradient of blue and white. The text "Signs of change" is centered in the middle of the image in a dark red font.

Signs of change



Shoe companies selling healthcare



Coffee houses competing with Mastercard

The image features a 3D maze-like structure composed of white rectangular blocks. Several platforms of different heights and colors (blue, orange, green, purple) are scattered throughout the maze. Silhouettes of people in business attire are positioned on these platforms, suggesting a complex business environment or a path through a maze. The background is a solid blue color.

Thermostats selling services

The image features a 3D isometric illustration of a maze. The maze is composed of white, rectangular blocks that form a complex path. Several platforms of different colors (blue, orange, green, purple) are scattered throughout the maze. Silhouettes of people in business attire are placed on these platforms, suggesting a journey or a path through a complex system. The background is a solid blue color, and the overall style is clean and modern.

People driving cars
they don't own



Schools without teachers



Hotels that own no rooms



**What are you
seeing in your industry?**

PLATFORM STRATEGY

HOW DIGITAL MARKETS TRANSFORM
BUSINESS, STARTUPS, AND THE ECONOMY



GEOFFREY PARKER MARSHALL VAN ALSTYNE
SANGEET PAUL CHOUDARY

Sign up for previews at
PlatformEconomics.org

What's the Future of Business?



Brian Solis

Principal Analyst, Altimeter Group

Panel:
Energy's Digital Revolution: Emerging Platform Leaders



Peter Evans

Vice President,
Center for Global Enterprise



Mike Kaplan

Vice President Marketing,
Retroficiency



Eric Graham

Co-founder & CEO,
CrowdComfort

Platform Pull



John Hagel

Co-chairman, Deloitte LLP Center for the Edge

Education Platforms



Jose Fuentes
Co-founder, Duolingo

Publishing Platforms



Eileen Gittins

Founder, President and CEO, Blurb

Markets & Platforms



Peter Coffee

VP Strategic Research, Salesforce

Jawbone Platform



Andrew Rosenthal

Group Manager: Wellness + Platform, Jawbone

On-line Staffing Platforms Go Global



Stephane Kasriel

SVP Product and Engineering, Elance-oDesk

Fireside Chat: The Investing Ecosystem



Rich Miner

Co-founder, Android



Jeff Jarvis

Journalist and Media Expert

Building Communities on Gaming Platforms



Songyee Yoon

Chief Strategy Officer, NCSoft

Panel – Winning!

Platform Strategies in the Digital Games Industry



David Nieborg

Postdoctoral Fellow,
University of Amsterdam and
Massachusetts
Institute of Technology



Mark Coleman

Director, Digital Analytics,
Turbine/WB Games



Joost van Dreunen

Founder and CEO,
SuperData Research,
Adjunct Professor,
New York University



Walter Somol

VP, Publishing, Harmonix
Music Systems

How Will Big Data & Cloud Computing Change Platform Thinking?



Ming Zeng

Chief Strategy Officer, Alibaba



Shoe companies selling healthcare

Data driven functional integration

Coffee houses competing with MasterCard

Platform envelopment

Thermostats selling services

Data driven functional integration

People driving cars they don't own

Efficiency from spare capacity

Schools without teachers

Efficiency from spare capacity

Hotels that don't own rooms

Efficiency from spare capacity

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2014



Slides we don't use

The purpose and value of graduate business education continues to be highly debated and the impact is being felt industry-wide

- Significant decline in the demand for MBA education, particularly in the mid-market ... law is in steep decline.
- Massive discounting
- The value and impact of MOOCs and other online ed is a daily headline
- **Explosive demand for undergrad business education and 1-year specialized masters**
- **Demand from Asia; sustainable?**



Universities such as Wellesley, Haverford, Morehouse, Oberlin debt downgraded

Downgrading Elite Colleges

August 30, 2013

By **Ry Rivard**

Over the past year and a half, the credit ratings of several prestigious liberal arts colleges have been downgraded or assigned a negative outlook by Moody's Investors Service.

(Note: This article has been updated from an earlier version to note that these ratings were issued over the last 18 months, not the past several months.)

These are institutions -- Haverford College, Morehouse College, Oberlin College and Wellesley College -- that top students seek out, yet they are showing small but noticeable signs of fiscal stress several years after the end of the recession. Their downgraded ratings are still better than those of plenty of other institutions, and Moody's has issued plenty of gloomy projects about colleges during the economic downturn. But the recent actions are notable because they affect colleges that are by many measures -- money, prestige, history -- among the most fortunate in the country.

"We do see pressure on small private colleges as a group and that's primarily because they don't have a lot of different things they can do, so they are primarily dependent on tuition revenue," said a Moody's analyst. Edie Behr

THE CHRONICLE OF HIGHER EDUCATION

May 11, 2014



Bottom Line

Following the money in higher education.

November 22, 2013 by **Lee Gardner**

Declines in Colleges' Net-Tuition Revenue Deepen, Survey Finds

MOODY'S DOWNGRADES VERMONT LAW SCHOOL REVENUE BONDS



Can Uber taxi protests stop

Uber Gets Green Light in London After Massive Protests

Mirren Gidda @MirrenGidda | July 3, 2014



ng app.
n forward

The ride-sharing service Uber has been given the green light by London's transport regulator, who ruled the company is legal

London's transport regulator has said that car service startup Uber can legally operate in the British capital.

Transport for London (TfL) said Thursday that the ride-



A London taxi driver speaks with Police Officers during a protest against a new smart phone app, 'Uber' on June 11, 2014 in London, England.



Strategic Choices

- Accommodate
- Fight to the death
- Enlist regulatory assistance
- Pivot to become a platform