

## Welcome

David Verrill
Executive Director
Initiative on the Digital Economy

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### Agenda

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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)
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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



# Shoe companies selling healthcare

# Coffee houses competing with Mastercard

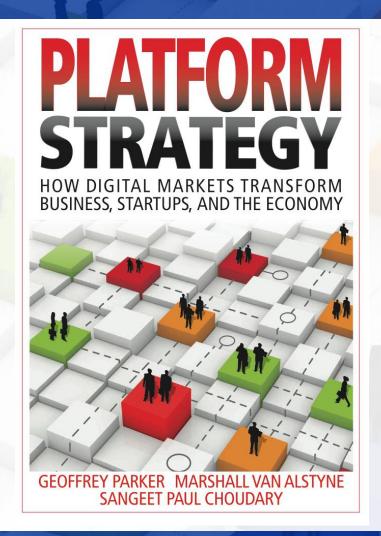
## Thermostats selling services

# People driving cars they don't own

# Schools without teachers

# Hotels that own no rooms

# What are you seeing in your industry?



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 Unversity



Walter Somol

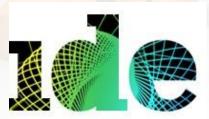
VP, Publishing, Harmonix Music Systems How Will Big Data & Cloud Computing Change Platform Thinking?



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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#### 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 midmarket ... 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



November 22, 2013 by Lee Gardner

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

MOODY'S DOWNGRADES VERMONT LAW SCHOOL REVENUE BONDS



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#### **Uber Gets Green Light in London After Massive Protests**

Mirren Gidda @Mirren Gidda July 3, 2014











ng app. on 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-







#### Strategic Choices

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