

MGMT89x: Global Management of Digital Platforms

Professor Mauro F. Guillén
Q4 Spring 2021 (0.5 cu)
Mondays, 7:00pm -10:00pm ET

Digital platforms in which users communicate, interact, share, and engage in transactions are taking over the global economy. They enable individuals to shop, work, play, and learn, and they offer businesses new ways of organizing their value chains, reaching customers, collecting and analyzing information, and creating value.

This half-semester, 0.5-cu class deals with the international expansion of digital platforms. The focus is on identifying and leveraging the demographic, cultural, institutional, and regulatory aspects that enable digital platforms to be successful in global markets. Cases of companies from Africa, Asia, Europe, Latin America, and the United States will be thoroughly analyzed in class. Invited guest speakers will provide fresh perspectives on the latest developments and the strategies moving forward. For each class, extensive quantitative information on market conditions across the world will be made available. Special attention will be paid to the opportunities and threats stemming from the coronavirus pandemic, the age of social distancing, and to issues pertaining to discrimination and inequality.

Schedule of Classes and Potential Company Guest Speakers

Each day of class:

- Two topics will be covered at 1.5 hours each for a total of 3 hours.
- Introduction to the topics by the professor.
- Two guest speakers from companies.

1. Platforms and Network Effects in the Global Digital Economy
2. Changing Industry Dynamics in Streaming: Spotify, Tencent, Boomplay
3. Prioritizing Markets in Dating Services: Tinder, Badoo, Lovoo, Momo
4. Sequence of International Expansion in Sharing Platforms: Airbnb, OneFineStay, Wimdu
5. Organizing Operations in Marketplaces: Shopify, MercadoLibre
6. Dealing with Regulators in Ride Hailing: Uber, Didi, Bolt, Cabify, Easy Taxi
7. Mobile Payments and Remittances: Ant Financial, WorldRemit
8. Communication Platforms: Zoom, Teams, Pexip
9. Learning Platforms: Coursera, Kahn Academy, DingTalk
10. Telemedicine: Tattvan, EZMed
11. Delivery Services: Uber Eats, Deliveroo, Ele.me, Swiggy
12. Failed Digitalization of eBooks & Wines: Snapplify, Vivino
13. Team presentations
14. Team presentations

List of Potential Guest Speakers from Companies by Country/Region:

U.S.: Tinder, Zoom, Teams, Uber, Airbnb, Coursera, Kahn Academy,

Canada: Shopify

China: Momo, Ant Financial, Didi, Tencent, DingTalk, Ele.me

India: Tattvan, Swiggy

Africa: Boomplay, Snapplify, EZMed

Europe: Spotify, Badoo, Lovoo, Cabify, WorldRemit, OneFineStay, Wimdu, Bolt, Pexip, Vivino, Deliveroo

Latin America: Easy Taxi, MercadoLibre

Requirements

1. Class attendance and participation (25%).
2. Weekly multiple-choice tests (25%).
3. Three mini team projects (25%):
 - a. Create a 60-second video explaining the potential of a new type of digital platform.
 - b. Record a 5-minute interview with a manager at a digital platform outside of the U.S.
 - c. Explain how a digital platform of your choice manages global, national and local network effects.
4. Final team project in collaboration with a digital platform (25%).

Background Readings

Jonathan A. Knee, "All Platforms Are Not Equal." *Sloan Management Review* (September 15, 2017).

Mauro F. Guillén, "Global, National, and Local Network Effects in Digital Platforms." Chapter 1 in *The Platform Paradox* (Wharton Digital Press, 2021).

Sample Cases

Spotify: Face the Music. IESE SM-1685-E.

Can Spotify Revive Its Fortunes? Amity 320-0010-1.

Tinder: From Swiping Right to Scaling Up. Columbia Business School, Case 170408.

Airbnb: Disrupting the Hotel Industry. IE Business School case 317-0270-1.

Shopify's Fulfillment Network. Amity 319-0324-1.

MercadoLibre. Stanford Business School IB-105.

Uber's Brilliant Strategy to Make Itself Too Big to Ban. *Wired* (July 8, 2014).

Why Everyone Hates Uber. WEHU.

Ant Financial. SMU 20-0005.

Connecting the World: From AT&T to Zoom. IMD 7-2200.

Coursera in India. Amity Bangalore 916-0032-1.

Khan Academy. HBS 9-819-064.

Tattvan E-Clinic: Transforming Healthcare in India. Amity 320-011-1.

Gig Economy in Africa: An Employment Generator? Amity 220-0001-1