

Bibliography

- Anderson, Chris. *The Long Tail: Why the Future of Business is Selling Less of More*. Hyperion, 2006.
- Axelrod, Robert. *The Complexity of Cooperation: Agent-Based Models of Competition and Collaboration*. Princeton University Press, 1997.
- Banks, Drew and Kim Daus. *Customer Community: Unleashing the Power of Your Customer Base*. Jossey-Bass, 2002.
- Barabási, Albert-László. *Linked: How Everything Is Connected to Everything Else and What It Means*. Plume, 2003.
- Bass, Frank, "A New Growth Model Product for Consumer Durables," *Management Science*, 15 no. 5 1969: 215–227.
- Battelle, John. *The Search: How Google and Its Rivals Rewrote the Rules of Business and Transformed Our Culture*. Portfolio Trade, 2006.
- Benkler, Yochai. *The Wealth of Networks: How Social Production Transforms Markets and Freedom*. Yale University Press, 2007.
- Berners-Lee, Tim. *Weaving the Web: The Original Design and Ultimate Destiny of the World Wide Web*. Collins, 2000.
- Bhide, Amar, William Sahlman, James McNeill Stancill, Zenas Block, Ian MacMillian, Arthur Rock, T. Michael Nevens, Gregory L. Summe, and Bro Uttal. *Harvard Business Review*

- on Entrepreneurship* (Harvard Business Review Paperback Series). Harvard Business School Press, 1999.
- Brafman, Ori and Rod Beckstrom. *The Starfish and the Spider: The Unstoppable Power of Leaderless Organizations*. Portfolio Hardcover, 2006.
- Brandenburger, Adam and Barry Nalebuff. *Co-Opetition: A Revolution Mindset That Combines Competition and Cooperation: The Game Theory Strategy That's Changing the Game of Business*. Currency, 1997.
- Bremmer, Ian. *The J Curve: A New Way to Understand Why Nations Rise and Falls*. Simon & Schuster. 2007.
- Brown, John and Paul Duguid. *The Social Life of Information*. Harvard Business School Press, 2002.
- Brown, John, and Paul Duguid, "Organizational Learning and-Communities-of-Practice; Toward a Unified View of Working, Learning and Innovation," *Organization Science* 2, No. 1, 40–57 (1991).
- Brown, Shona and Kathleen Eisenhardt. *Competing on the Edge: Strategy as Structured Chaos*. Harvard Business School Press, 1998.
- Buchanan, Mark. *Nexus: Small Worlds and the Groundbreaking Theory of Networks*. W. W. Norton & Company, 2003.
- Burgelman, Robert and Andrew Grove. *Strategy Is Destiny: How Strategy-Making Shapes a Company's Future*. Free Press, 2001.
- Burgelman, Robert, Andrew Grove, and Philip Meza. *Strategic Dynamics: Concepts and Cases*. McGraw-Hill/Irwin, 2005.
- Burgelman, Robert, Clayton Christensen, and Steven Wheelwright. *Strategic Management of Technology and Innovation*. McGraw-Hill/Irwin, 2003.
- Carr, Paul and Graham Pond. *The Unofficial Tourists' Guide to Second Life*. St. Martin's Griffin, 2007.
- Castronova, Edward. *Synthetic Worlds: The Business and Culture of Online Games*. University Of Chicago Press, 2006.

- Chesbrough, Henry. *Open Business Models: How to Thrive in the New Innovation Landscape*. Harvard Business School Press, 2006.
- Christensen, Clayton. *The Innovator's Dilemma: The Revolutionary Book that Will Change the Way You Do Business*. Collins, 2003.
- Coase, R. *The Firm, the Market, and the Law*. University Of Chicago Press, 1990.
- Cohen, Wesley, M., and Daniel A. Levinthal, "Absorptive Capacity: A New Perspective on Learning and Innovation," *Administrative Science Quarterly*, March 1990, 128–152.
- Dahlman, Carl and Anuja Utz. *India and the Knowledge Economy: Leveraging Strengths and Opportunities*. World Bank Publications, 2005.
- Davenport, Thomas and Laurence Prusak. *Working Knowledge*. Harvard Business School Press, 2000.
- Davenport, Thomas. *Competing on Analytics: The New Science of Winning*. Harvard Business School Press, 2007.
- Dibbell, Julian. *Play Money: Or, How I Quit My Day Job and Made Millions Trading Virtual Loot*. Basic Books, 2006.
- Dierickx, Ingemar, and Karel Cool, "Asset Stock Accumulation and Sustainability of Competitive Advantage," *Management Science*, Vol. 35, No. 12 (Dec., 1989), pp. 1504–1511.
- Dosi, Giovanni, Richard R. Nelson, and Sidney G. Winter. *The Nature and Dynamics of Organizational Capabilities*. Oxford University Press, 2001.
- Doz, Yves L., and Gary Hamel, *Alliance Advantage: The Art of Creating Value Through Partnering*. Harvard Business School Press, September 1998.
- Evans, Philip, and Thomas S. Wurster. *Blown To Bits: How the New Economics of Information Transforms Strategy*. Random House, 2000.
- Fast Company* 50 interview with Stewart Butterfield, "Reinventing the a category whose flashbulb burnt out," <http://www.fastcompany.com/magazine/92>.

- Fensel Dieter, James A. Hendler, Henry Lieberman, and Wolfgang Wahlster. *Spinning the Semantic Web: Bringing the World Wide Web to Its Full Potential*. The MIT Press, 2005.
- Fitzgerald, Michael. "Internetworking: new social networking startups aim to mine digital connections to help people find jobs and close deals," MIT Technology Review, April 2004, <http://www.technologyreview.com/Infotech/13526/page1/?a=f>.
- Foray, Dominique. *The Economics of Knowledge*. The MIT Press, 2006.
- Friedman, Thomas. *The World Is Flat: A Brief History of the Twenty-first Century*. Farrar, Straus and Giroux, 2006.
- Foster, Richard. *Innovation: The Attacker's Advantage*. Simon & Schuster, 1988.
- Gawer, Annabelle and Michael Cusumano. *Platform Leadership: How Intel, Microsoft, and Cisco Drive Industry Innovation*. Harvard Business School Press, 2002.
- Gerstner, Louis. *Who Says Elephants Can't Dance?: Leading a Great Enterprise through Dramatic Change*. Collins, 2004.
- Gillmor, Dan. *We the Media: Grassroots Journalism By the People, For the People*. O'Reilly Media, 2006.
- Gladwell, Malcolm. *The Tipping Point: How Little Things Can Make a Big Difference*. Back Bay Books, 2002.
- Godin, Seth. *Small Is the New Big: and 183 Other Riffs, Rants, and Remarkable Business Ideas*. Portfolio Hardcover, 2006.
- Grove, Andrew. *Only the Paranoid Survive: How to Exploit the Crisis Points That Challenge Every Company*. Currency, 1999.
- Hagel, John and Arthur Armstrong. *Net Gain: Expanding Markets Through Virtual Communities*. Harvard Business School Press, 1997.
- Hagel, John and John Brown. *Out of the Box: Strategies for Achieving Profits Today & Growth Tomorrow Through Web Services*. Harvard Business School Press, 2002.

- Hamel, Gary, with Bill Breen. *The Future of Management*. Harvard Business School Press, September 2007.
- Hamel, Gary, and C. K. Prahalad. *Competing for the Future*. Harvard Business School Press, April 1996.
- Hamner, Susanna, and Tom McNichol. "Ripping up the rules of management," *Business 2.0*, May 21, 2007, <http://money.cnn.com/galleries/2007/biz2/0705/gallery.contrarians.biz2/2.html>.
- Hargadon, Andrew. *How Breakthroughs Happen: The Surprising Truth About How Companies Innovate*. Harvard Business School Press, 2003.
- Heires, Katherine, "Why It Pays to Give Away the Store," *Business 2.0*, http://money.cnn.com/magazines/business2/business2_archive/2006/10/01/8387115/index.htm.
- Helfat, Constance, Sydney Finkelstein, Will Mitchell, Margaret Peteraf, Harbir Singh, David Teece, and Sidney Winter. *Dynamic Capabilities: Understanding Strategic Change in Organizations*. Blackwell Publishing Limited, 2007.
- Henderson, Rebecca, with Kim Clark. "Architectural Innovation: The Reconfiguration of Existing Product Technologies and The Failure of Established Firms," *Administrative Science Quarterly*, 35, no. 1 (1990).
- Hippel, Eric. *Democratizing Innovation*. The MIT Press, 2006.
- Hippel, Eric. *The Sources of Innovation*. Oxford University Press, 1994.
- Hof, Robert. "Mix, Match, and Mutate," *BusinessWeek*, July 25, 2005, http://www.businessweek.com/magazine/content/05_30/b3944108.htm.
- Hughes, Mark. *Buzzmarketing: Get People to Talk About Your Stuff*. Portfolio Hardcover, 2005.
- Iansiti, Marco and Roy Levien. *The Keystone Advantage: What the New Dynamics of Business Ecosystems Mean for Strategy, Innovation, and Sustainability*. Harvard Business School Press, 2004.
- Itami, Hiroyuki, and Thomas Roehl. *Mobilizing Invisible Assets*. Harvard University Press, 1991.

- Johnson, Steven. *Emergence: The Connected Lives of Ants, Brains, Cities, and Software*. Scribner, 2002.
- Kelly, Kevin. *New Rules for the New Economy*. Penguin, 1999.
- Kelly, Kevin. *Out Of Control: The New Biology of Machines, Social Systems, & the Economic World*. Addison-Wesley Publishing Company, 1995.
- Kim, W. and Renée Mauborgne. *Blue Ocean Strategy: How to Create Uncontested Market Space and Make Competition Irrelevant*. Harvard Business School Press, 2005.
- Krogh, Georg, Kazuo Ichijo, and Ikujiro Nonaka. *Enabling Knowledge Creation: How to Unlock the Mystery of Tacit Knowledge and Release the Power of Innovation*. Oxford University Press, 2000.
- Kumaraswamy, Arun, and Richard Langlois. *Managing in the Modular Age: Architectures, Networks and Organizations*. Blackwell Publishing Limited, 2002.
- Lenderman, Max. *Experience the Message: How Experiential Marketing Is Changing the Brand World*. Carroll & Graf, 2006.
- Lessig, Lawrence. *The Future of Ideas: The Fate of the Commons in a Connected World*. Vintage, 2002.
- Levine, Rick, Christopher Locke, Doc Searls, and David Weinberger. *ClueTrain Manifesto: The End of Business as Usual*. Perseus Publishing, 2001.
- Levy, Steven, "Q&A: Jobs on iPod's Cultural Impact," *Newsweek*, October 16, 2006, <http://www.msnbc.msn.com/id/15262121/site/newsweek/print/1/displaymode/1098/>.
- Liebowitz, Stan. *Re-Thinking the Network Economy: The True Forces That Drive the Digital Marketplace*. AMACOM/American Management Association, 2002.
- Mauboussin, Michael. *More Than You Know: Finding Financial Wisdom in Unconventional Places*. Columbia University Press, 2006.
- McConnell, Ben, and Jackie Huba. *Citizen Marketers: When People Are the Message*. Kaplan Business, 2006.

- McConnell, Ben, and Jackie Huba. *Creating Customer Evangelists: How Loyal Customers Become a Volunteer Sales Force*. Kaplan Business, 2007.
- Minevich, Mark, Dr. Frank-Jüger Richter, and Faisal Hoque. *Six Billion Minds: Managing Outsourcing in the Global Knowledge Economy*. Aspatore Books, 2006.
- Moore, Geoffrey. *Crossing the Chasm*. Collins, 2002.
- Musser, John. *Web 2.0 Principles and Best Practices*. O'Reilly Media, 2006.
- Nelson, Richard, and Sidney G. Winter. *An Evolutionary Theory of Economic Change*. Belknap Press, 2006.
- Nonaka, Ikujiro, and Hirotaka Takeuchi. *The Knowledge-Creating Company: How Japanese Companies Create the Dynamics of Innovation*, Oxford University Press, 1995.
- Ogilvy, David. *Confessions of an Advertising Man*. Southbank Publishing, 2004.
- Ogilvy, David. *Ogilvy on Advertising*. Vintage, 1985.
- O'Reilly, Charles, and Michael Tushman. *Winning through Innovation: A Practical Guide to Leading Organizational Change and Renewal*. Harvard Business School Press, 2002.
- Penrose, Edith. *The Theory of the Growth of the Firm*. Oxford University Press, 1995.
- Perez, Juan Carlos, "Q&A: Vint Cerf on Google's Challenges Aspirations," *Computerworld*, (November 25, 2005) <http://www.computerworld.com/developmenttopics/development/story/0,10801,106535,00.html>.
- Pine, B. Joseph, and James H. Gilmore. *The Experience Economy: Work is Theater and Every Business a Stage*. Harvard Business School Press, 1999.
- Polanyi, Michael. *Personal Knowledge: Towards a Post-Critical Philosophy*. Revised edition. University of Chicago Press, 1974.
- Pool, John, and Ross Laroe. *The Instant Economist*. Basic Books, 1986.

- Raymond, Eric. *The Cathedral & the Bazaar: Musings on Linux and Open Source by an Accidental Revolutionary*. O'Reilly Media, 2001.
- Rheingold, Howard. *Virtual Reality: The Revolutionary Technology of Computer-Generated Artificial Worlds—and How It Promises to Transform Society*. Simon & Schuster, 1992.
- Rheingold, Howard. *The Virtual Community: Homesteading on the Electronic Frontier*. The MIT Press, 2000.
- Rheingold, Howard. *Smart Mobs: The Next Social Revolution*. Basic Books, 2003.
- Rogers, Everett. *Diffusion of Innovations*. Fifth edition. Free Press, 2003.
- Rosenberg, David. *Cloning Silicon Valley: The Next Generation High-Tech Hotspots*. Financial Times/Prentice Hall, 2001.
- Rymaszewski, Michael, Wagner James Au, Cory Ondrejka, and Richard Platel. *Second Life: The Official Guide*. Sybex, 2007.
- Saxenian, AnnaLee. *Regional Advantage: Culture and Competition in Silicon Valley and Route 128*. Harvard University Press, 1996.
- Scoble, Robert, and Shel Israel. *Naked Conversations: How Blogs are Changing the Way Businesses Talk with Customers*. Wiley, 2006.
- Sernovitz, Andy. *Word of Mouth Marketing: How Smart Companies Get People Talking*. Kaplan Business, 2006.
- Shapiro, Carl, and Hal Varian. *Information Rules: A Strategic Guide to the Network Economy*. Harvard Business School Press, 1998.
- Shneiderman, Ben. *Leonardo's Laptop: Human Needs and the New Computing Technologies*. The MIT Press, 2003.
- Shreeve, James. *The Genome War: How Craig Venter Tried to Capture the Code of Life and Save the World*. Ballantine Books, 2005.
- Shy, Oz. *The Economics of Network Industries*, Cambridge University Press, 2001.

- Sloan, Paul, and Paul Kaihla. "Blogging for Dollars," *Business 2.0*, October 2, 2006.
- Stewart, Thomas. *Intellectual Capital: The New Wealth of Organizations*. Currency, 1998.
- Surowiecki, James. *The Wisdom of Crowds*. Anchor, 2005.
- Taleb, Nassim. *Foiled by Randomness: The Hidden Role of Chance in Life and in the Markets*. Random House Trade Paperbacks, 2005.
- Tapscott, Don, and Anthony Williams. *Wikinomics: How Mass Collaboration Changes Everything*. Portfolio Hardcover, 2006.
- Teece, David, Gary Pisano, and Amy Shuen. "Dynamic Capabilities and Strategic Management," *Strategic Management Journal* 18 no. 7 (1997).
- Terdiman, Daniel. "Folksonomies Tap People Power," *Wired.com*, Feb. 1, 2005, <http://www.wired.com/science/discoveries/news/2005/02/66456?currentPage=all>.
- Turkle, Sherry. *Life on the Screen: Identity in the Age of the Internet*. Simon & Schuster, 1997.
- Turkle, Sherry. *The Second Self: Computers and the Human Spirit*. The MIT Press, 2005.
- Tushman, Michael, and Philip Andersen, eds. *Managing Strategic Innovation and Change: A Collection of Readings*. Oxford University Press, 2004.
- Utterback, James. *Mastering the Dynamics of Innovation*. Harvard Business School Press, 1996.
- Vany, Arthur. *Hollywood Economics: How Extreme Uncertainty Shapes the Film Industry*. Routledge, 2003.
- Varian, Hal R, "An iPod Has Global Value. Ask the (Many) Countries That Make It," *New York Times*, June 28, 2007, <http://people.ischool.berkeley.edu/~hal/people/hal/NYTimes/2007-06-28.html>.
- Varian, Hal, Joseph Farrell, and Carl Shaprio. *The Economics of Information Technology: An Introduction*. Cambridge University Press, 2005.

- Vogel, Harold. *Entertainment Industry Economics: A Guide for Financial Analysis*. Cambridge University Press, 2007.
- Waldrop, Mitchell. *Complexity: The Emerging Science at the Edge of Order and Chaos*. Simon & Schuster, 1992.
- Watts, Duncan. *Six Degrees: The Science of a Connected Age*. W. W. Norton & Company, 2004.
- Watts, Duncan. *Small Worlds: The Dynamics of Networks between Order and Randomness*. Princeton University Press, 2003.
- Weber, Steven. *The Success of Open Source*. Harvard University Press, 2005.
- Wenger, Etienne, Richard McDermott, and William Snyder. *Cultivating Communities of Practice*. Harvard Business School Press, 2002.
- Williamson, Oliver. *The Economic Institutions of Capitalism*. Free Press, 1998.
- Wilson, Fred. "A VC: The Freemium Business Model," Fred Wilson's blog, comment posted on March 23, 2006, http://avc.blogs.com/la_vc/2006/03/the_freemium_bu.html.
- Wipperfurth, Alex. *Brand Hijack: Marketing Without Marketing*. Portfolio Trade, 2006.

Harvard Business School Materials

All of the cases, articles, notes, and other materials listed below are available at <http://harvardbusinessonline.hbsp.harvard.edu/>.

- Adner, Ron, "Match Your Innovation Strategy to Your Innovation Ecosystem," *Harvard Business Review*, April 2006.
- Anand, Bharat N., and Estelle S. Cantillon, *The Music Industry and the Internet*, Case (Library), April 2003.
- Applegate, Lynda M., Robert Austin, and Elizabeth Collins, *IBM's Decade of Transformation (A): The Turnaround*, Case (Library), April 2005.

- Applegate, Lynda M., W. Earl Sasser Jr., and Kristin Kohler, *Overview of E-Business Pricing Models*, Supplement, September 2000.
- Applegate, Lynda M., and Meredith Collura, *Amazon.com: Exploiting the Value of Digital Business Infrastructure*, Case (Library) and Teaching Note, June 2000.
- Applegate, Lynda M., *Amazon.com Valuation Exercise*, Exercise, June 2000.
- Austin, James E., and Liz Kind, *AOL, Cisco, Yahoo!: Building the Internet Commons*, Case (Field), March 2002.
- Austin, Robert D., and Richard L. Nolan, *IBM Corp. Turn-around*, Case (Field), March 2000.
- Bagley, Constance E., and Reed Martin, *Warner Bros. and BitTorrent*, Case (Field), September 2006.
- Barber, Felix, and Michael Goold, "The Strategic Secret of Private Equity," *Harvard Business Review*, September 2007.
- Barnett, William P., Mark Leslie, and Mike Harkey, *Facebook*, Case (Field), May 2006.
- Beverland, Michael, and Michael Ewing, "Slowing the Adoption and Diffusion Process to Enhance Brand Repositioning: The Consumer Driven Repositioning of Dunlop Volley," *Business Horizons*, September 2005.
- Birkinshaw, Julian, John Bessant, and Rick Delbridge, "Finding, Forming, and Performing: Creating Networks for Discontinuous Innovation," *California Management Review*, May 2007.
- Bower, Joseph L., and Clayton M. Christensen, "Disruptive Technologies: Catching the Wave," *Harvard Business Review*, January 1995 and Teaching Note, December 1998.
- Bradley, Stephen P., and Nancy Bartlett, *How Media Choices are Changing Online Advertising*, Note, October 2006.
- Burgelman, Robert, and Steve Chung, *CDNetworks, Inc.*, Case (Field), July 2007.

- Chesbrough, Henry W., "Why Companies Should Have Open Business Models," *Sloan Management Review*, January 2007.
- Chesbrough, Henry W., "The New Business Logic of Open Innovation," *Strategy & Innovation*, July 2003.
- Chesbrough, Henry W., and David J. Teece, "Organizing for Innovation: When Is Virtual Virtuous?" (HBR Classic), *Harvard Business Review*, August 2002.
- Coyne, Kevin P., and Renee Dye, "The Competitive Dynamics of Network-Based Businesses," *Harvard Business Review*, January 1998.
- Cross, Rob, Tim Laseter, Andrew Parker, and Guillermo Velasquez, "Using Social Network Analysis to Improve Communities of Practice," *California Management Review*, November 2006.
- Cross, Rob, Jeanne Liedtka, and Leigh Weiss, "A Practical Guide to Social Networks," *Harvard Business Review*, March 2005.
- Cross, Rob, Stephen P. Borgatti, and Andrew Parker, "Making Invisible Work Visible: Using Social Network Analysis to Support Strategic Collaboration," *California Management Review*, January 2002.
- Crossan, Mary M., and Ken Mark, *Apple Computer, Inc.: iPods and iTunes*, Case (Field), July 2005.
- Daugherty, Patricia J., R. Glenn Richey, Anthony S. Roath, Soonhong Min, Haozhe Chen, Aaron D. Arndt, Stefan E. Genchev, "Is Collaboration Paying Off for Firms?" *Business Horizons*, January 2006.
- Davenport, Thomas H., "Competing on Analytics," *Harvard Business Review*, January 2006.
- Davenport, Thomas H., "The Coming Commoditization of Processes," *Harvard Business Review*, June 2005.
- Steven Deare, "Cisco CEO sings praises of Web 2.0 future." ZDNet Australia, April 27, 2007, <http://www.zdnet.com/au/>

news/software/soa/Cisco-CEO-sings-praises-of-Web-2-0-future/0,130061733,339275139,00.htm.

Desai, Mihir A., Robin Greenwood, and Lucy White, *Subscriber Models*, Note, December 2004.

Dobele, Angela, Adam Lindgreen, Michael Beverland, Joelle Vanhamme, and Robert van Wijk, "Why Pass on Viral Messages? Because They Connect Emotionally," *Business Horizons*, July 2007.

Dobele, Angela, David Toleman, and Michael Beverland, "Controlled Infection! Spreading the Brand Message Through Viral Marketing," *Business Horizons*, March 2005.

Dye, Renee, "The Buzz on Buzz," *Harvard Business Review*, November 2000.

Eisenmann, Thomas R., and Andrei Hagiu, *Staging Two-Sided Platforms*, Note, July 2007.

Eisenmann, Thomas R., Geoffrey Parker, and Marshall W. Van Alstyne, "Strategies for Two-Sided Markets," *Harvard Business Review*, October 2006.

Eisenmann, Thomas R., *Platform-Mediated Networks: Definitions and Core Concepts*, Instructor's Module Note, September 2006.

Eisenmann, Thomas R., and Lauren Barley, *PayPal Merchant Services*, Case (Library), April 2006.

Eisenmann, Thomas R., *Skype*, Case (Compilation), March 2006.

Eisenmann, Thomas R., *Winner-Take-All in Networked Markets*, Note, February 2006.

Eisenmann, Thomas R., *A Note on Racing to Acquire Customers*, Note, January 2003.

Eisenmann, Thomas R., and Alastair Brown, *Online Content Providers*, Note, November 2000.

Farhoomand, Ali F., and Samuel Tsang, *The Global Software Industry in 2006*, Case (Field), June 2006.

- Farhoomand, Ali F., and Samuel Tsang, *IBM's On Demand Business Strategy*, Case (Field), September 2005.
- Farrell, Diana, "The Real New Economy," *Harvard Business Review*, October 2003.
- Frey, Sherman C. Jr., *Cash Flow and the Time Value of Money*, Note, August 1976.
- Garvin, David A., and Lynne C. Levesque, *Emerging Business Opportunities at IBM (A)*, Case (Field), March 2004.
- Gloor, Peter, and Scott M. Cooper, "The New Principles of a Swarm Business," *Sloan Management Review*, April 2007.
- Gourville, John T., *Note on Innovation Diffusion: Rogers' Five Factors*, Note, May 2005.
- Greenwood, Robin, and Lucy White, *Introduction to Valuation Multiples*, Note, February 2006.
- Greenwood, Robin, and David Scharfstein, *Calculating Free Cash Flows*, Note, October 2005.
- Gulati, Ranjay, and Jason Garino, "Get the Right Mix of Bricks and Clicks," *Harvard Business Review*, May 2000.
- Hagel III, John, "Web Services: Technology as a Catalyst for Strategic Thinking," *Harvard Management Update*, January 2000.
- Hamel, Gary, "Bringing Silicon Valley Inside," *Harvard Business Review*, September 1999.
- Hamermesh, Richard G., Paul W. Marshall, and Taz Pirmohamed, *Note on Business Model Analysis for the Entrepreneur*, Note, January 2002.
- Hammond III, John S., and Gerald B., Allan, *Note on the Boston Consulting Group Concept of Competitive Analysis and Corporate Strategy*, Note, February 1975.
- Hansen, Morten T., and Julian Birkinshaw, "The Innovation Value Chain," *Harvard Business Review*, June 2007.
- Harreld, J. Bruce, Charles A. O'Reilly III, and Michael L. Tushman, "Dynamic Capabilities at IBM: Driving Strategy into Action," *California Management Review*, August 2007.

- Herman, Kerry, and Thomas R. Eisenmann, *Google, Inc.*, Case (Library), January 2006.
- Hicks, Christian, and Dessislava Pachamanova, "Back-Propagation of User Innovations: The Open Source Compatibility Edge," *Business Horizons*, July 2007.
- Hof, Robert. "Web 2.0 Has Corporate America Spinning," *BusinessWeek*, June 5, 2006, <http://www.businessweek.com/print/technology/contnet/jun2006.htm>.
- Holloway, Charles A., and Pratap Mukherjee, *Hotmail Corp.*, Case (Field), April 1999.
- Hoover, J. Nicholas. "At Procter & Gamble, The Good and Bad of Web 2.0 Tools," *Information Week*, June 23, 2007, <http://www.informationweek.com/story/showArticle.jhtml?articleID=200000229>.
- Huston, Larry, and Nabil Sakkab, "Connect and Develop: Inside Procter & Gamble's New Model for Innovation," *Harvard Business Review*, March 2006.
- Iansiti, Marco, and Alan MacCormack. *Living on Internet Time: Product Development at Netscape, Yahoo!, NetDynamics, and Microsoft*, Case (Library), November 1996.
- Kaikati, Jack G., and Andrew M. Kaikati, "Stealth Marketing: How to Reach Consumers Surreptitiously," *California Management Review*, August 2004.
- Kim, W. Chan, and Renée Mauborgne, "Blue Ocean Strategy," *Harvard Business Review*, October 2004.
- Kim, W. Chan, and Renée Mauborgne, "Value Innovation: The Strategic Logic of High Growth" (HBR Classic), *Harvard Business Review*, July 2004.
- Kim, W. Chan, and Renée Mauborgne, "Tipping Point Leadership," *Harvard Business Review*, April 2003.
- Kim, W. Chan, and Renée Mauborgne, "Fair Process: Managing in the Knowledge Economy" (HBR Classic), *Harvard Business Review*, January 2003.
- Kim, W. Chan, and Renée Mauborgne, "Creating New Market Space," *Harvard Business Review*, January 1999.

- Knoop, Carin-Isabel, and Mikolaj Jan Piskorski, *Friendster (A)*, Case (Field), September 2006.
- Knoop, Carin-Isabel, and Mikolaj Jan Piskorski, *Friendster (B)*, Supplement (Field), September 2006.
- Kuemmerle, Walter, and William J. Coughlin, *VacationSpot.com & Rent-A-Holiday: Negotiating a Trans-Atlantic Merger of Start-Ups*. Case (Field), March 2000, and Teaching Note, October 2002.
- Kuemmerle, Walter, and William J. Coughlin, *TixToGo: Financing a Silicon Valley Start-Up*, Case (Field), April 2000.
- Lakhani, Karim R., and Lars Bo Jeppesen, "Getting Unusual Suspects to Solve R&D Puzzles," *Harvard Business Review*, May 2007.
- Lerner, Josh, *A Note on the Initial Public Offering Process*, Note, October 1999.
- Lerner, Josh, and John Willinge, *Note on Valuation in Private Equity Settings*, Note, October 1996.
- Leschly, Stig, and Michael J. Roberts, William A. Sahlman, Todd Thedinga, *Amazon.com—2002*, Case (Field), November 2002.
- Loveman, Gary W., "Diamonds in the Data Mine," *Harvard Business Review*, May 2003.
- MacCormack, Alan, and Kerry Herman, *Red Hat and the Linux Revolution*, Case (Field), November 1999, and Teaching Note, March 2002.
- Mangelsdorf, Martha E., "The Future of the Web," *Sloan Management Review*, April 2007.
- Mayfield, E. Scott, *NetFlix.com, Inc.*, Case (Field), September 2000, Spreadsheet, October 2000, and Teaching Note, October 2001.
- McAfee, Andrew, "Will Web Services Really Transform Collaboration?," *Sloan Management Review*, January 2005.
- McFarland, Jennifer, "Instant Messaging," *Harvard Management Communication Letter*, August 2001.

- Meister, Darren, and Ken Mark, *Google Inc.: Launching Gmail*, Case (Field), August 2004.
- Meyer, Christopher, and Andre Schwager, "Understanding Customer Experience," *Harvard Business Review*, February 2007.
- Miller, Gregory S., *The Process of "Going Public" in the United States*, Note, August 2004.
- Moon, Youngme, and David Chen, *Google Advertising*, Case (Library), October 2006.
- Nambisan, Satish, and Mohanbir Sawhney, "Meet the Innovation Capitalist," *Harvard Business Review*, March 2007.
- Nambisan, Satish, Mohanbir Sawhney, Darrell K. Rigby, Chris Zook, John D. Wolpert, Larry Huston, and Nabil Sakkab, "Innovating from the Outside In," 2nd Edition, *HBR OnPoint* Collection, June 2007.
- "NetFlix Signs Revenue-sharing Pacts with Warner, Columbia," *Ultimate AV* magazine online. (Dec. 17, 2000) <http://ultimateavmag.com/news/10893/>.
- "Netflix announces agreements with major motion picture distributors," Netflix press release (Dec. 6, 2000) <http://www.netflix.com/MediaCenter?id=1024>.
- Nolop, Bruce, "Rules to Acquire By," *Harvard Business Review*, September 2007.
- Ofek, Elie, *Forecasting the Adoption of a New Product*, Note, February 2005.
- Ofek, Elie, *Eyeblaster: Enabling the Next Generation of Online Advertising*, Case (Field), September 2003, and Teaching Note, April 2004.
- Ofek, Elie, *Customer Profitability and Lifetime Value*, Note, August 2002.
- Palepu, Krishna G., and Amy P. Hutton, *America Online, Inc.*, Case (Library) February 1996 and Teaching Note, April 1999.

- Pine, B. Joseph, and James Gilmore, "Welcome to the Experience Economy," *Harvard Business Review*, July 1998.
- Piskorski, Mikolaj Jan, *Choosing Corporate and Global Scope*, Note, January 2007.
- Piskorski, Mikolaj Jan, *LinkedIn (A)*, Case (Field), July 2006.
- Piskorski, Mikolaj Jan, *LinkedIn (B)*, Supplement (Field), July 2006.
- Prahalad, C. K., Hamel, Gary, "The Core Competence of the Corporation," *Harvard Business Review*, May 1990.
- Prandelli, Emanuela, Gianmario Verona, Deborah Raccagnim, "Diffusion of Web-Based Product Innovation," *California Management Review*, August 2006.
- Rachleff, Andrew, and Bethany Coates, *IMVU*, Case (Field), March 2007.
- Reichheld, Frederick F., "The One Number You Need to Grow," *Harvard Business Review*, December 2003.
- Reichheld, Frederick F., and Phil Schefter, "Put a New Lens on Loyalty—to Magnify Profitability," *HBR OnPoint*, July 2001.
- Reichheld, Frederick F., and Phil Schefter. "E-Loyalty: Your Secret Weapon on the Web," *Harvard Business Review*, July 2000.
- Rivkin, Jan W., and Jay Giroto, *Yahoo!: Business on Internet Time*, Case (Field), July 1999, and Teaching Note, January 2000.
- Roberts, Michael J., and Howard H. Stevenson, *Deal Structure and Deal Terms*, Note, November 2005.
- Roberts, Michael J., *Funding New Ventures: Valuation, Financing and Capitalization Tables*, Note, October 2005.
- Roberts, Michael J., and Lauren Barley, *How Venture Capitalists Evaluate Potential Venture Opportunities*, Case (Field), July 2004.
- Roberts, Michael J., and Shripriya Mahesh, *Hotmail*, Case (Field), February 1999, and Teaching Note, May 1999.

- Sahlman, William A., *The Venture Capital Valuation Problem Set*, Exercise, August 2006.
- Sahlman, William A., and R. Matthew Willis, *The Basic Venture Capital Formula*, Note, August 2003.
- Sahlman, William A., "How to Write a Great Business Plan," *Harvard Business Review*, July 1997.
- Sahlman, William A., *Note on Free Cash Flow Valuation Models*, Note, October 1987.
- Sahlman, William A., and Daniel R. Scherlis, *A Method for Valuing High-Risk, Long-Term Investments: The Venture Capital Method*, Note, July 1987.
- Schneberger, Scott, and Ken Mark, *DoubleClick, Inc.: Gathering Customer Intelligence*, Case (Field), February 2001.
- Selden, Larry, and Ian C. MacMillan, "Manage Customer-Centric Innovation—Systematically," *Harvard Business Review*, April 2006.
- Shih, Willy, Stephen Kaufman, and David Spinola, *Netflix*, Case (Field), May 2007, and Teaching Note.
- Silk, Alvin J., *Brand Valuation Methodology: A Simple Example*, Note, January 1996.
- Stalk Jr., George, Philip Evans, and Lawrence E. Shulman, "Competing on Capabilities: The New Rules of Corporate Strategy," *Harvard Business Review*, March 1992.
- Stancill, James McNeill, "How Much Money Does Your New Venture Need?" *Harvard Business Review*, May 1986.
- Stephens, R. Todd, comment on "P&G Web 2.0 Success Story," Forrester report cited on Collaborage: Enterprise 2.0 Implementation Overview blog, comment posted on November 27, 2007, http://www.rtodd.com/collaborage/2007/11/pg_web_20_success_story.html.
- Stevenson, Howard H., and Michael J. Roberts, *New Venture Financing*, Note, January 2002.

- Terdiman, Daniel. "Folksonomies Tap People Power," *Wired.com* (Feb. 1, 2005) <http://www.wired.com/science/discoveries/news/2005/02/66456?currentPage=all>.
- Vivero, David Andrew, and Thomas R. Eisenmann, *Monster Networking*, Case (Field).
- Wagonfeld, Alison Berkley, and Thomas R. Eisenmann, *Yahoo! Messenger: Network Integration*, Case (Field), April 2005.
- Watson Richard T., Sigmund Akselsen, and Leyland F. Pitt, "Attractors: Building Mountains in the Flat Landscape of the World Wide Web," *California Management Review*, January 1998.
- Watts, Duncan J., and Jonah Peretti, "Viral Marketing for the Real World," *Harvard Business Review*, May 2007.
- Wells, John R., and Elizabeth A. Raabe, *Update: The Music Industry in 2006*, Case (Library), February 2007.
- Werbach, Kevin, "Using VoIP to Compete," *Harvard Business Review*, September 2005.
- Werbach, Kevin, *Syndication: The Emerging Model for Business in the Internet Era* (HBR OnPoint Collection), September 2000.
- Yoffie, David B., and Michael Slind, *iPhone vs. Cell Phone*, Case (Library), October 2007.
- Yoffie, David B., Andrei Hagiu, and Michael Slind, *Brightcove and the Future of Internet Television*, Case (Field), January 2007, and Teaching Note, May 2007.
- Yoffie, David B., Travis D. Merrill, and Michael Slind, *iPod vs. Cell Phone: A Mobile Music Revolution?*, Case (Library), August 2006.
- Yoffie, David B. and Michael Slind, *Apple Computer, 2006*, Case (Library), April 2006.
- Yoffie, David B., and Alison Berkley Wagonfeld, *Oracle vs. Salesforce.com*, Case (Library), June 2005.
- Yoffie, David B., and Debbie Freier, *Instant Messaging*, Case (Library), May 2004.

Yoffie, David B., and Mary Kwak, *AOL Europe vs. Freeserve (B)*, Teaching Note, December 2002.

Yoffie, David B., and Mary Kwak, *AOL Europe vs. Freeserve (A)*, Case (Library), August 2002.

Yoffie, David B., and Mary Kwak, *AOL Europe vs. Freeserve (C)*, Supplement (Library), August 2002.

Yoffie, David B., *Microsoft Goes Online: MSN—1996*, Case (Field), November 1997, and Teaching Note, December 1997.

Zider, Bob, "How Venture Capital Works," *Harvard Business Review*. November 1998.

Interactive Marketing: New Channel, New Challenge. November 2005. HBS Press Chapter.

