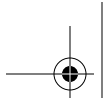


CONTENTS

	PREFACE	ix
1	USERS CREATE VALUE	1
	<i>Flickr and Collective User Value</i>	2
	<i>Six Ways Flickr Created User Value Through Interaction</i>	8
	<i>Why Sharing Can Be Profitable</i>	11
	<i>Flickr's Cost Drivers</i>	14
	<i>Calculating Company Value</i>	15
	<i>Looking Back: Netflix's Different Challenges</i>	17
	<i>Lessons Learned</i>	22
	<i>Questions to Ask</i>	25
2	NETWORKS MULTIPLY EFFECTS	29
	<i>Web-Enabled Online Network Effects</i>	30
	<i>N-Sided Markets</i>	32
	<i>Google's Combination of Network Effects</i>	34
	<i>The Ups and Downs of Positive Feedback</i>	42
	<i>Lessons Learned</i>	46
	<i>Questions to Ask</i>	48
3	PEOPLE BUILD CONNECTIONS	51
	<i>Social Roles: Online and Offline</i>	52
	<i>How Online Changes Social Networking</i>	54
	<i>How Many Customers and How Quickly?</i>	57
	<i>LinkedIn: The Rolodex Moves Online</i>	61
	<i>Facebook: Introduce Yourself Online</i>	66
	<i>Lessons Learned</i>	74
	<i>Questions to Ask</i>	76
4	COMPANIES CAPITALIZE COMPETENCES	79
	<i>External and Internal Forces</i>	81
	<i>Developing Dynamic Capabilities: Before the Web</i>	81
	<i>From Online Syndication to Competence Syndication</i>	82
	<i>Lessons Learned</i>	93
	<i>Questions to Ask</i>	93



5	NEW RECOMBINES WITH OLD	97
	<i>Styles of Innovation</i>	97
	<i>Integrating Ecosystems: Apple's iPod</i>	107
	<i>Working with the Carriers: Jajah</i>	111
	<i>More Recombinant Innovation: The iPhone</i>	113
	<i>Lessons Learned</i>	115
	<i>Questions to Ask</i>	115
6	BUSINESSES INCORPORATE STRATEGIES	119
	<i>Five Steps to Web 2.0</i>	119
	<i>Building Web 2.0 Business Plans</i>	125
	<i>Look Around While Moving Forward</i>	130
	END NOTES	133
	BIBLIOGRAPHY	157
	INDEX	169

