
Acknowledgments

This work could not have been completed without the help of many people and companies, to which we are profoundly thankful.

Melissa DiBella, Laura Gee, and Miroslav Skovajsa of LECG, LLC, along with Terry Xie of Market Platform Dynamics, helped enormously with the economic, business, and technical research that underlies this effort. Others who participated in this research effort at various times include Howard Chang, Anne Layne Farrar, Susan Hotelling, Albert Nichols, Brendan Reddy, Amy Stevenson, and Ori Stitelman. We also thank Karen Webster of Market Platform Dynamics for helping to make the book friendlier to business readers. Hagiú is also extremely grateful to the Research Institute of Economy Trade and Industry in Tokyo, where he was based during most of the writing and which provided invaluable research support and the kindest hospitality.

We benefited from talking to a number of people in the industries discussed in the book. We list them alphabetically and without company affiliations: J Allard, Raj Amin, Brian Arbogast, David Aronchick, Tim Attinger, Robbie Bach, Gerald Cavanagh, David Cole, Christa Davis, Michael Dearing, Suzanne DelBene, Alan Harper, James Healy, Carl Atsushi Hirano, Nanako Kato, Randy Komisar, Larry Kramer, Mitchell Kurtzman, Ed Lichty, Steve Lifflick, David Nagel, Takeshi Natsuno, Craig Neumark, Will Poole, Ray Ozzie, and Dwight Witherspoon. We are particularly grateful for these conversations because, even more than providing factual information, they helped shape and test our thinking about the issues discussed in this book. We wish we could have shared with the reader all of the insights we obtained from talking to these extraordinary individuals.

Much of the intellectual foundation for this book is based on work we have been conducting since around 2001 on two-sided platforms. We are grateful to Visa USA for funding our research efforts in that area and for numerous conversations with Jean-Charles Rochet and Jean Tirole on this area of economics. We are also grateful to Microsoft Corporation for funding much of the research that applies the theory of two-sided markets to software platforms, and for partially funding our writing in this area. We are especially grateful to Paul Allen, formerly general counsel of Visa USA, and David Heiner, deputy general counsel at Microsoft Corporation, for the value they have attached to stimulating academic research that sometimes seems quite distant from the issues of the moment.

Jean Tirole and several anonymous reviewers provided detailed and insightful comments on an earlier version of the manuscript that led to significant improvements. We are most grateful for their valuable help. Last, we thank our families for putting up with many late nights and weekends of writing and research.

We, of course, speak only for ourselves in the following pages. No one mentioned above necessarily agrees with us about anything. We retain all rights to any sins, errors, or omissions in what follows.

David S. Evans
Andrei Hagiu
Richard Schmalensee