SPOTLIGHT ON HOW PLATFORMS ARE RESHAPING BUSINESS

54 STRATEGY
Pipelines, Platforms, and the New Rules of Strategy
Businesses that connect producers and consumers are gobbling up market share and transforming the very nature of competition.
Marshall W. Van Alstyne, Geoffrey G. Parker, and Sangeet Paul Choudary

64 ENTREPRENEURSHIP
Network Effects Aren’t Enough
The hidden traps in building an online marketplace Andrei Hagiu and Simon Rothman

72 BUSINESS
MODEL INNOVATION
Products to Platforms: Making the Leap
Four steps can help product-focused companies successfully become platform providers.
Feng Zhu and Nathan Furr

80 REGULATION
Spontaneous Deregulation
When upstart platform businesses ignore the rules, traditional incumbents are at a disadvantage. To compete, they must analyze and address their vulnerabilities.
Benjamin Edelman and Damien Geradin

ABOVE
Vin Rathod
Aura (series)
2012–2014
Photograph

April 2016 Harvard Business Review 5
IN EVERY ISSUE
12 From the Editor
20 Interaction
34 Strategic Humor
121 Executive Summaries

IDEA WATCH
26 MARKETING
Revolutionizing Customer Service
Four counterintuitive approaches can spark deep cultural change.
PLUS The bias toward natural ability, why fears of market bubbles are overblown, and more

32 DEFEND YOUR RESEARCH
Ethical Shoppers Don’t Inspire Us—They Bug Us
Why do people look down on consumers who make moral choices?

37 HOW I DID IT
Priceline’s CEO on Creating an In-House Multilingual Customer Service Operation
Priceline’s Booking.com employs people who can answer calls in 42 languages. Darren Huston

EXPERIENCE
108 MANAGING YOURSELF
An Antidote to Incivility
The most effective remedy is to work holistically on your well-being. Christine Porath

113 CASE STUDY
Can You Cut “Turn Times” Without Adding Staff?
A company president goes undercover to look for the answer. Ethan Bernstein and Ryan W. Buell

118 SYNTHESIS
Still Trying to Get More Done
A review of The Productivity Project, by Chris Bailey, and Smarter Faster Better, by Charles Duhigg
Daniel McGinn

124 LIFE’S WORK
Ruth Westheimer
The celebrity sex therapist on transitioning to a public career and “rewiring” instead of retiring

Market booms are not necessarily followed by busts. page 30