

The Economics of E-commerce and Technology

The Nature of Technology Industries

Technology Firms are Different

- ▶ Main ideas so far can be applied to any firm
 - ▶ Porter's five forces
 - ▶ Competitive advantage

- ▶ Technology firms are different
 - ▶ Reproducibility
 - ▶ Degree of variety
 - ▶ Customizability
 - ▶ Search and attention

Reproducibility

- ▶ **Information goods are...**
 - ▶ Costly to produce but cheap to reproduce.
 - ▶ That is, high fixed costs but low (zero) marginal costs.
 - ▶ No capacity limits
- ▶ **Examples**
 - ▶ Cable companies – cost to lay lines.
 - ▶ Microsoft office – cost to design program
 - ▶ Amazon – cost to build warehouses and buy inventories
- ▶ **The economics is the same as in the offline world**
 - ▶ Shopping malls are platforms
 - ▶ Postal system is a network
 - ▶ What's new is the scale: eBay is mall for the entire world.

Example: CD Phone Books

- ▶ **CD Phone Books are digitized versions of Yellow Pages**
 - ▶ Nynex covered NYC in 1986. Charged \$10,000 per disk.
 - ▶ Pro CD covered entire USA. Charged \$hundreds in early '90s
- ▶ **Lots of entry ensued**
 - ▶ Over 20 companies by end of 1990s.
 - ▶ Cost of disk is \$20.
- ▶ **Product is commodity and no capacity constraints**
 - ▶ If firm A charges \$200.
 - ▶ Then B should charge \$190 and steal all market.
 - ▶ Then A should charge \$180 etc.
 - ▶ Prices go down to marginal costs.

Two Business Models

- ▶ There are two ways firms can make money when selling information goods
- ▶ Differentiate the product
 - ▶ Sell something different from other firms
 - ▶ Firm has some market power and can recover fixed costs
- ▶ Be a dominant firm
 - ▶ Be the only firm in the industry
 - ▶ Have the lowest costs.
 - ▶ Have the first-mover advantage.

Differentiation

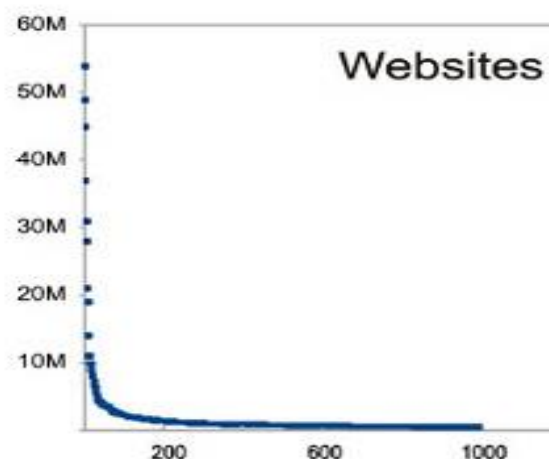
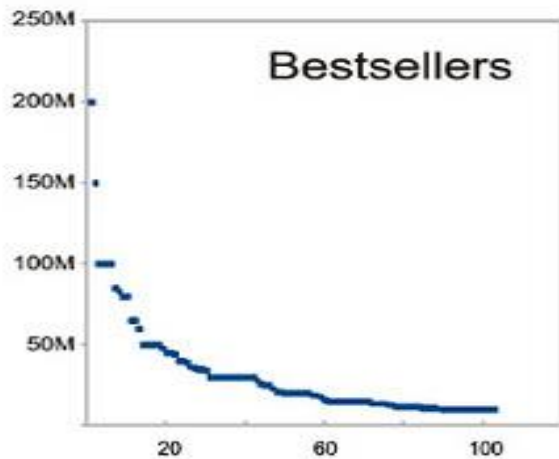
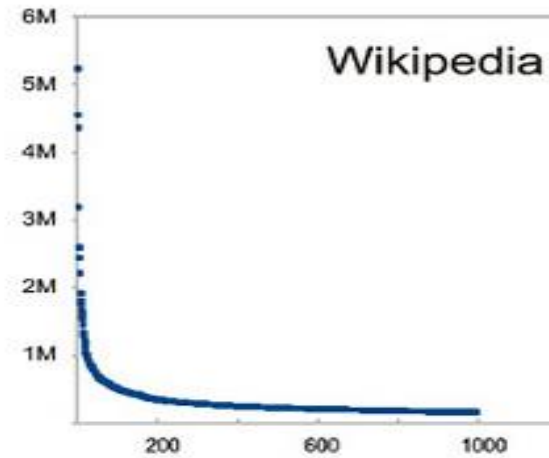
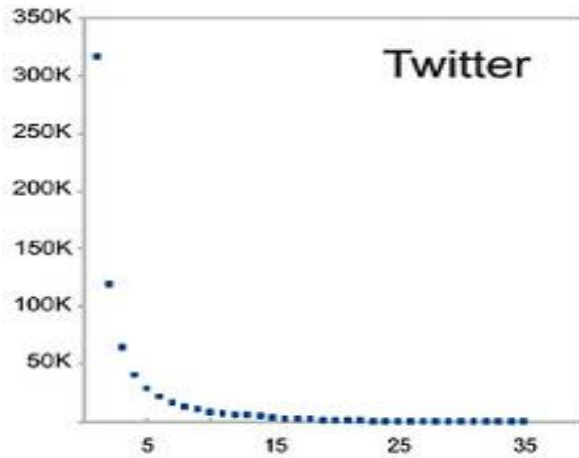
Dimensions of Differentiation

- ▶ Delay (e.g. cinema vs. DVDs, Netflix vs. Blockbuster)
- ▶ User interface (e.g. Google vs. Yahoo)
- ▶ Customizability (e.g. Facebook's privacy settings)
- ▶ Resolution (e.g. different qualities of MP3s)
- ▶ Speed of operation (e.g. printers)
- ▶ Flexibility of use (e.g. protected MP3s)
- ▶ Comprehensiveness (e.g. Mathematica)
- ▶ Annoyance (e.g. Network TV vs PBS)
- ▶ Support (e.g. McAfee)
- ▶ Online vs. Offline (e.g. newspapers)
- ▶ Fashion image (e.g. Apple)
- ▶ Reliability (e.g. Toyota)

Longtail

- ▶ **There is huge variety of many products**
 - ▶ Books, Songs, Movies, iPhone Apps, Games etc.
 - ▶ Both horizontally and vertically differentiated
- ▶ **Distribution of demand follows power law**
 - ▶ Frequency approximately inversely proportional to rank.
 - ▶ Seen with words in English: $\Pr(r)=0.1/r$, where r is rank.
 - ▶ Distribution has fat tail, where there is lots of mass.
- ▶ **Niche products matter**
 - ▶ Typical bookstore has 130,000 titles.
 - ▶ One third of Amazon's sales come from outside top 130,000.
- ▶ **Sorting information**
 - ▶ With more information, need better organization and filtering.

Power laws...



Squeezing the Middle

▶ **Movie industry**

- ▶ Number of American movies growing (610 in 2009; 471 in '99)
- ▶ Blockbusters growing bigger (32 movies over \$100m; 21 in '99)

▶ **Music sales**

- ▶ Album sales declined 20% since 2004.
- ▶ Hits hold up best; Albums ranked 300-400 hold up worst.

▶ **Fragmentation**

- ▶ Due to long tail and falling costs of production and distribution.

▶ **Consolidation**

- ▶ People want to share same culture (e.g. Terminator).
- ▶ New technology helps distribution and communication.
- ▶ Increased role of brands (e.g. NY Times)

Dominant Firm

First-Mover Advantage

- ▶ First firm may deter future entry. Strategies:
- ▶ Build capacity to respond to a threat
 - ▶ Build base of loyal (locked in) customers.
 - ▶ Build network.
 - ▶ Have more capacity than you need.
- ▶ Limit-entry pricing
 - ▶ Price low in order to prevent entry.
 - ▶ Signals you are “tough” and builds customer base.
 - ▶ Example: Airlines before Southwest enters.
- ▶ After entry, play tough.
 - ▶ This may scare off first entrant.
 - ▶ Give you a reputation and prevent future entry.
 - ▶ Example: Walmart and Unions.

Cost or Benefit Leadership

- ▶ **Average costs made up of**
 - ▶ Marginal costs (may be already low with information good)
 - ▶ Per-period fixed cost (e.g. cost of upgrading software)
- ▶ **How to reduce average costs**
 - ▶ Build volume to amortize fixed costs.
 - ▶ Build volume to benefit from learning-by-doing.
 - ▶ Supply chain management: reduce distribution costs.
- ▶ **How to raise benefits**
 - ▶ Invest in superior technology
 - ▶ Improved customer service
 - ▶ High brand equity

Other Aspects of Information Goods

1. Product Customization

- ▶ **Online firms have lots of information on customers.**
 - ▶ Demographics: IP address, registration
 - ▶ Observation: cookies monitor clickstream (pages visited and for how long), past purchases, partnerships with other sites.
- ▶ **Use this information to customize experience**
 - ▶ Targeted advertising.
 - ▶ Search results.
 - ▶ Product recommendations.
 - ▶ Facebook friend finder.
- ▶ **Data is the oil of the 21st century.**

Google Analytics

g Customization Admin

My Homepage - <http://www.econ.ucla.edu>
All Web Site Data

Overview

Aug 25, 2015 - 5

Add to Dashboard Shortcut

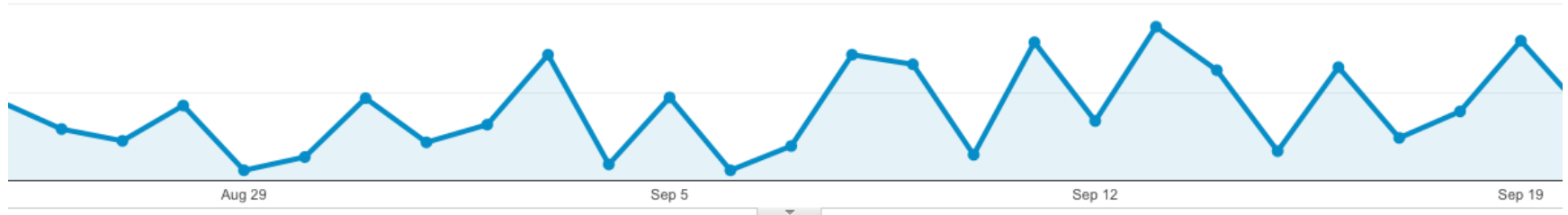
Segments

+ Add Segment

Comparison vs. Select a metric

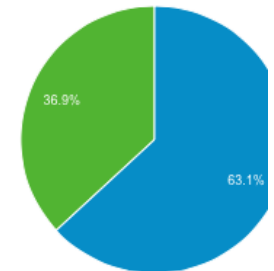
Hourly

Duration



 Users 529	 Pageviews 1,715	 Pages / Session 2.36	 Avg. Session Duration 00:01:35
% New Sessions icon"/> % New Sessions 63.14%			

■ New Visitor ■ Returning Visitor

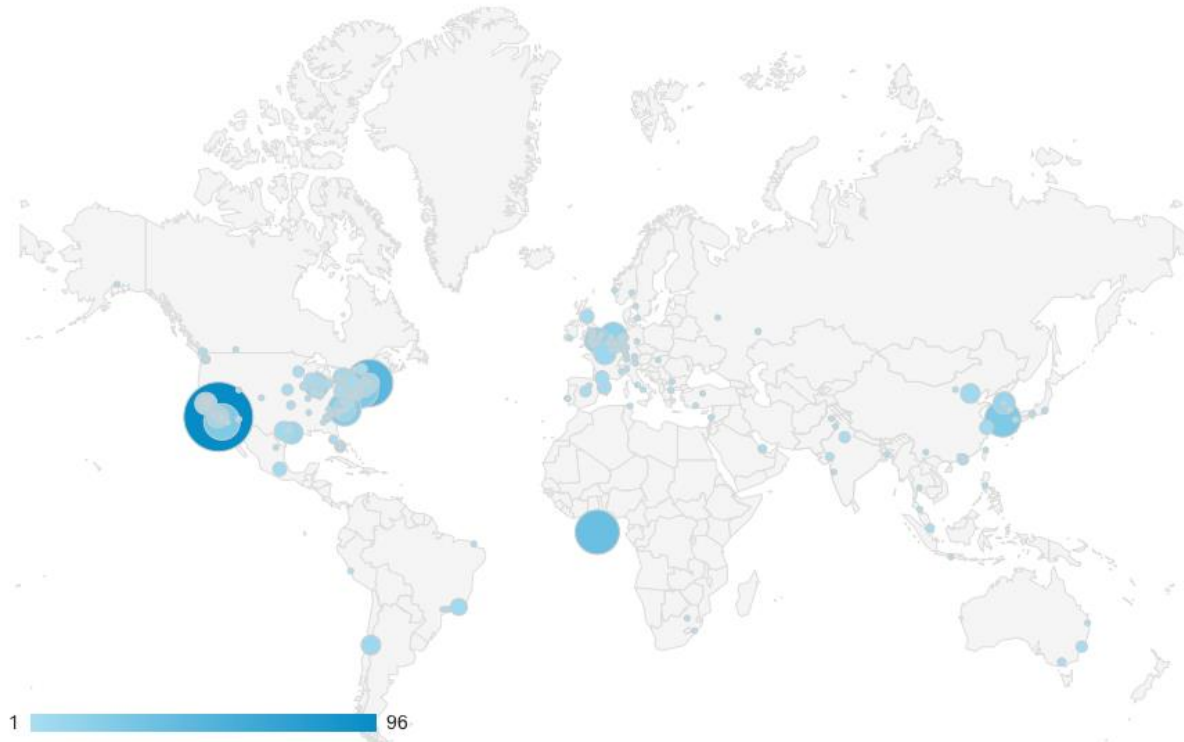


Geographic Distribution

Map Overlay Explorer

Summary Site Usage Ecommerce

Sessions ▾



Behavior

Behavior Flow

Automatically Grouped Pages ▾ Level of Detail ▾ Export ▾

All Sessions
100.00%

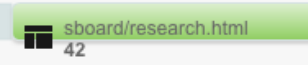
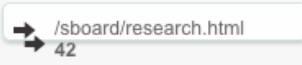
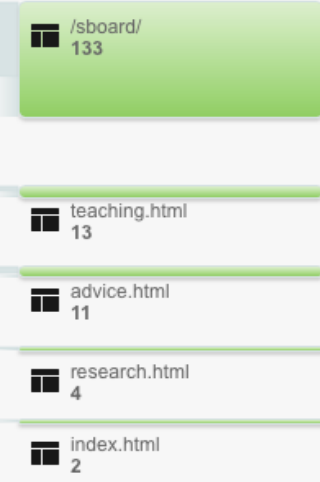
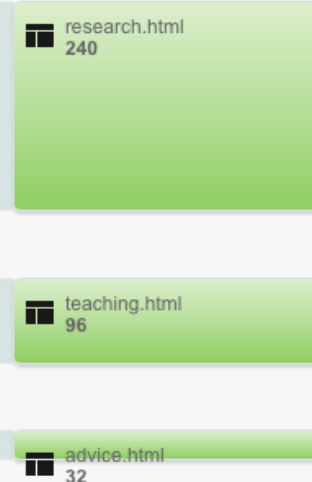
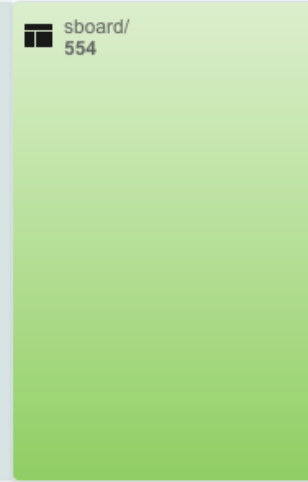
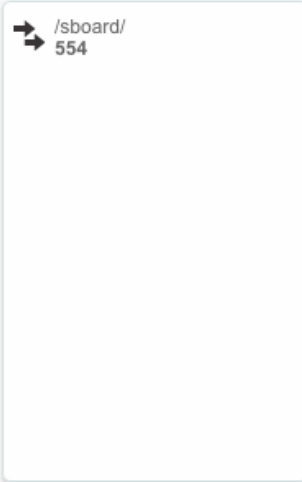
+ Add Segment

Landing Page ▾ ⚙

Starting pages
716 sessions, 331 drop-offs

1st Interaction ✕
385 sessions, 222 drop-offs

2nd Interaction ✕
163 sessions, 96 drop-offs

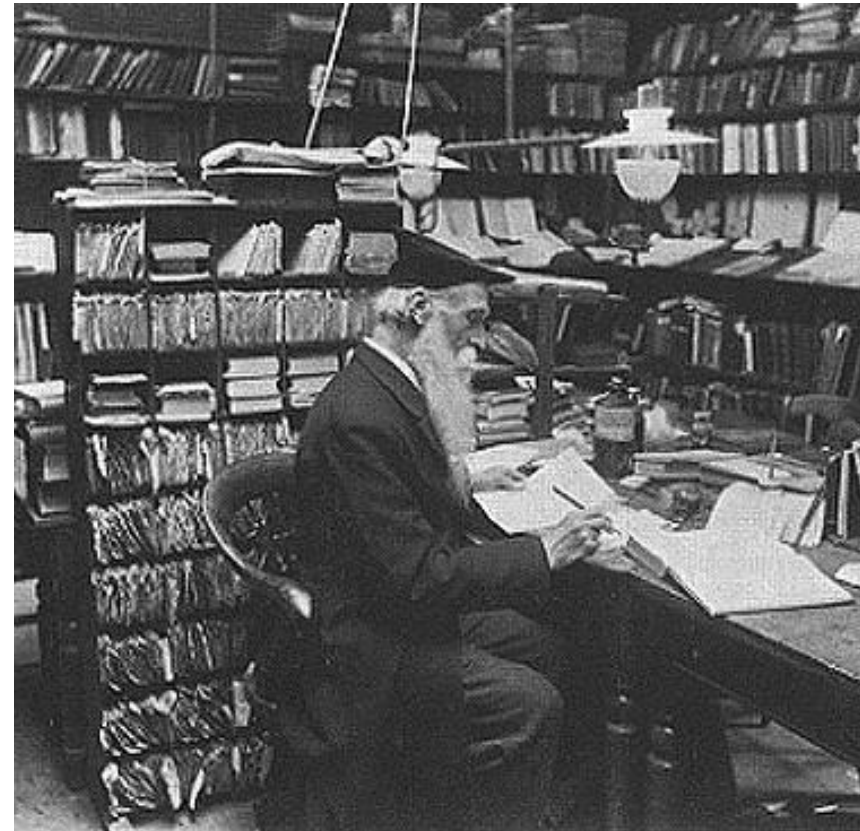


2. Content Creation

- ▶ **Users also design own experience**
 - ▶ WordPress – people to create blogs.
 - ▶ Craigslist – online classified.
 - ▶ Vine – six-second videos.
- ▶ **Crowdsourcing**
 - ▶ Wikipedia allows users to create own encyclopedia.
 - ▶ Ushahidi provides crisis information.
 - ▶ Kickstarter crowd-funds projects.
 - ▶ Open source software design.
- ▶ **Business model**
 - ▶ Provide toolkit for people to build product.
 - ▶ Provide structure for interaction between people.

How we used to do this...The OED

- ▶ **Started 1857**
 - ▶ 'A' published in 1888
 - ▶ 'Z' published in 1928
 - ▶ 22,000 pages
- ▶ **Big data**
 - ▶ Hundreds of volunteers
 - ▶ 3.5m quotation slips
 - ▶ Scriptorium had 1,029 pigeon holes



3. Reproducibility and Property Rights

- ▶ Information is a public good (i.e. it is nonrivalrous)
 - ▶ With traditional goods there is physical cost of reproduction.
- ▶ Excluding people from information
 - ▶ Reduces consumption and welfare
 - ▶ Gives rents to seller, encouraging innovation
 - ▶ May lower subsequent innovation
- ▶ How to exclude
 - ▶ Intellectual property: patents, copyright, trademarks.
 - ▶ Trades secrets.
- ▶ Hard to enforce with online economy
 - ▶ Perfectly reproduce and instantly transmit around the world.
 - ▶ Information regarding how to break protection also free.
- ▶ Are some firms too worried? Cassette player. Video recorder.

4. Experimentation and Adaptation

- ▶ **Traditional industries**
 - ▶ Changing product is rare occurrence (e.g. car models).
 - ▶ Hard to gauge reaction (surveys, focus groups).
- ▶ **Experimentation online**
 - ▶ Easy to run controlled experiments.
 - ▶ Refine pricing, matching algorithms, recommendations etc.
- ▶ **Adaptation**
 - ▶ When the state of the world changes, firm can react quickly.
 - ▶ Also react to competitors (e.g. first-price ad auctions).

Experimentation...

Google used gibson les paul

Go to Google Home
Web Images Maps Shopping More Search tools






About 5,210,000 results (0.35 seconds)

Ads related to **used gibson les paul**

Used Guitar - Used Gear in Like New Condition.
www.guitarcenter.com/
★★★★★ 12,869 reviews for guitarcenter.com
Free Shipping on 1000's of Items!
2,700 people +1'd or follow Guitar Center
\$10 Off \$49 or \$200 Off \$999+ Free Shipping to Stores
Special February Financing Locations

Gibson Les Paul Used on eBay - eBay.com
www.ebay.com/ - ★★★★★ 470 seller reviews
Find **Gibson Les Paul Used** for less. eBay - It's where you go to save.

Shop for **used gibson les paul** on Google Sponsored

 Gibson Les Paul Standard \$1799.00 Guitar Center	 Used Gibson Les Paul Studio \$2169.20 Musicians...	 Used Gibson Les Paul Studio \$1099.99 eBay	 Gibson Les Paul Studio \$649.99 Buya	 Gibson 2013 Les Paul Studio \$2999.00 zZounds
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Shop by number of strings: [6-string](#) [12-string](#)

Gibson | Dave's Guitar Shop
davesguitar.com/gibson/used/electric-guitar
25+ items - Welcome to our **Gibson Guitars** landing page. Dave's Guitar ...
8.6 pounds! \$2,995.00 **Gibson '58 Reissue Les Paul** Figured Top '12 Ice Tea ...
9.4 pounds! \$2,250.00 **Gibson Les Paul** Custom Maduro '12

Gibson Guitar - Get great deals for Gibson Guitar on eBay!
popular.ebay.com > Popular Items > Musical Instruments
1968 Vintage **Gibson Les Paul** Standard Gold Top all original. 1 bid. US \$5,000.00 ...
2008 **Gibson Les Paul** Studio Faded Mahogany Brown USA Electric Guitar. 7 bids
Used. to \$. Clear Preferences. Buying formats. Auction. Buy It Now ...

Gibson Les Paul - eBay - Find Popular Products on eBay!
popular.ebay.com > Popular Items > Musical Instruments
Manufactured by Gibson, the Gibson Les Paul is one of the most widely known electric guitars. ... **USED Gibson Les Paul** LP Traditional Plus Top Iced Tea ...

Google macys

Web Images Maps Shopping News More Search tools

About 77,700,000 results (0.29 seconds)

Ad related to **macys**

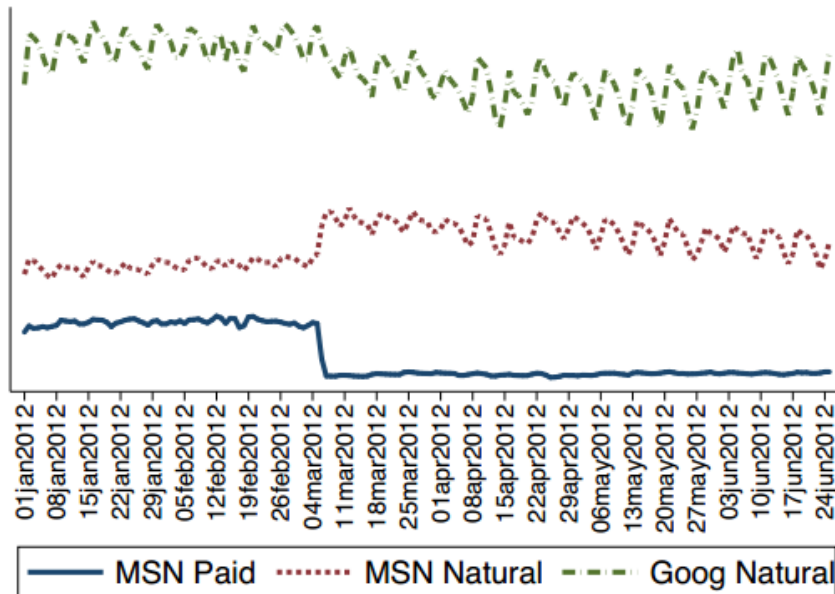
Macys.com - Macy's - Official Site
www.macys.com/
★★★★★ 69 reviews for macys.com
Save on the Hottest Fashion - Free Shipping w/ \$99 Order Today!
» Map of 2801 Stevens Creek Blvd. and nearby **macys.com** locations
132,644 people +1'd or follow Macy's

Wedding Registry	Go Red for Women
Gift Cards	Black History Month
Free 7-Pc. Gift w/ Lancome Purchase	Become a Facebook Fan

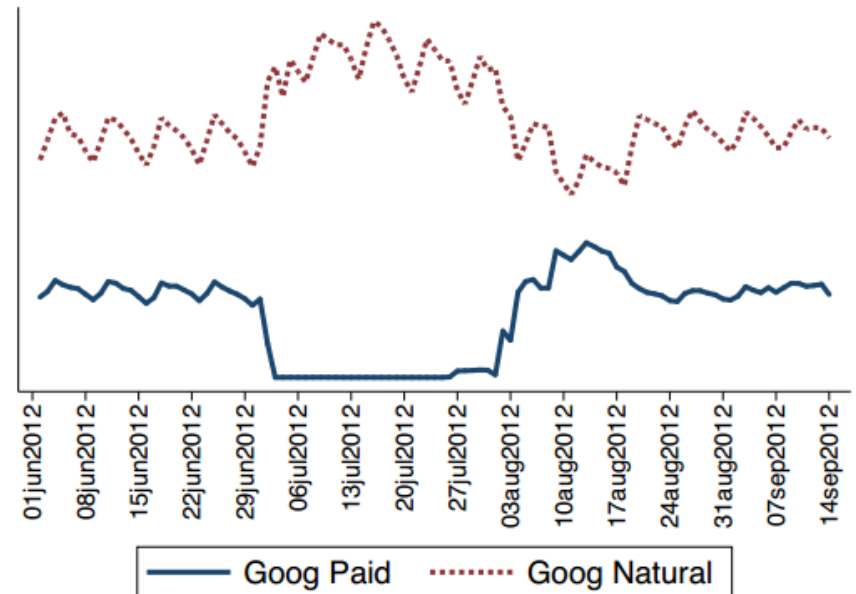
Macy's - Shop Fashion Clothing & Accessories - Official Site - Macys ...
www.macys.com/
Macy's - FREE Shipping at **Macys.com**. **Macy's** has the latest fashion brands on Women's and Men's Clothing, Accessories, Jewelry, Beauty, Shoes and Home ...

Eastridge Macy's Eastridge. Directions Catalogs. 2210 Tully Road ...	Home Store Furniture - Kitchen - Home Decor - Sale & Clearance - Mattresses
Macy's Wedding Registry Macy's Wedding Registry- Create, modify or search a bridal ...	Shoes Women's Shoes - Pumps - Womens Sandals - Flats - ...
Women's Clothing, Clothes Shop Women's Clothing at Macy's. Macy's.com carries clothing for ... More results from macys.com »	Men's Browse our selection of Men's Clothing and the latest trends in ...

Figure 2: Brand Keyword Click Substitution

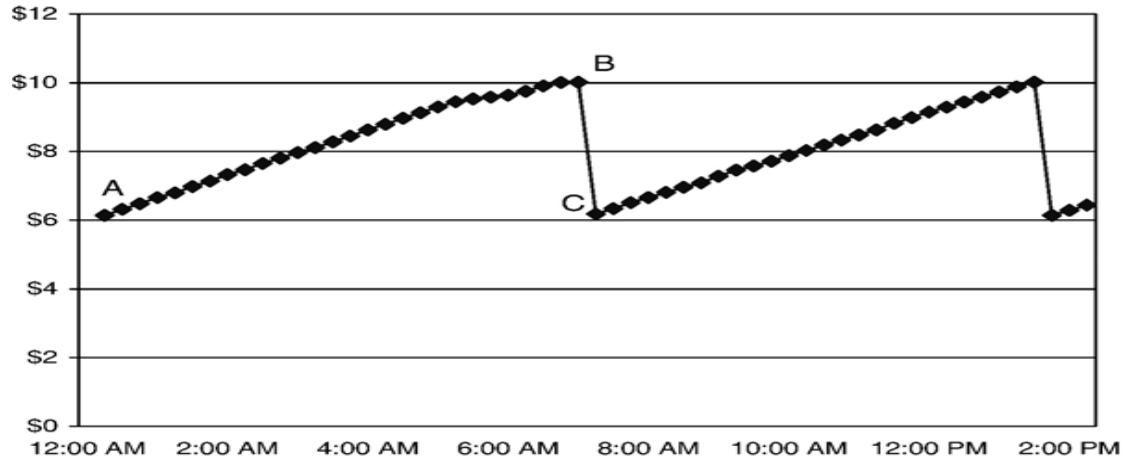


(a) MSN Test

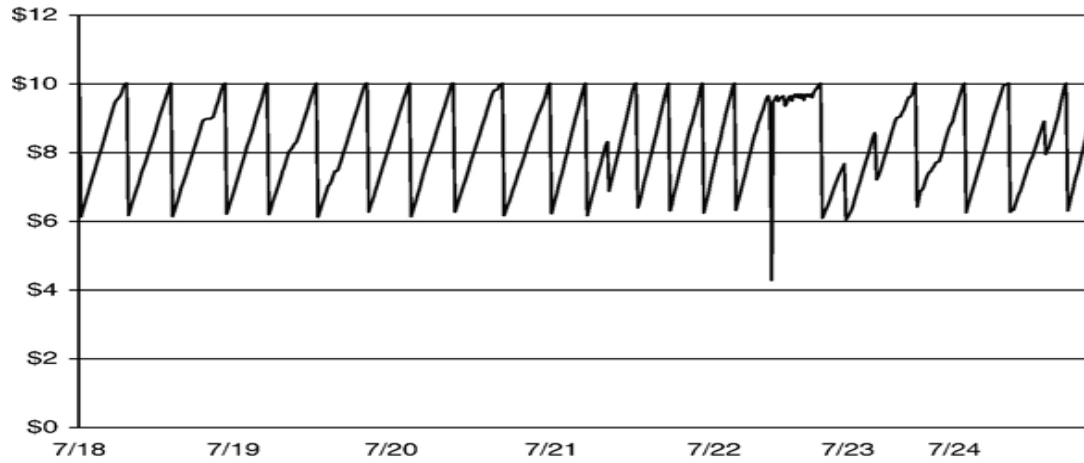


(b) Google Test

Adaptation in AdWords Auctions



(a) 14 hours



(b) 1 week

Adaptation (gone wrong)



simon's Amazon.com | Today's Deals | Gift Cards | Help

The All-New
kindle fire HD



Shop by
Department ▾

Search

Books ▾

Go

Hello, **simon**
Your Account ▾

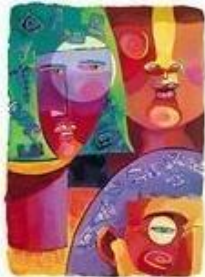
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5. Platforms and Market Design

- ▶ **Platforms control many aspects of exchange**
 - ▶ Online firms have lots of information about customers.
 - ▶ They can also control what participants know about the product, the market and each others.
- ▶ **Examples**
 - ▶ Letting participant monitor each other (e.g. Yelp).
 - ▶ Reputation mechanisms (e.g. eBay).
 - ▶ Anonomizing interactions (e.g. Hotwire).
 - ▶ Market rules (e.g. Google ad auctions).
 - ▶ Structuring search (e.g. Facebook).
 - ▶ How people see prices (e.g. Bing travel).

6. Product trials

- ▶ **Experience good:** The quality is known after consumption.
 - ▶ What is today's NY Times worth?
 - ▶ How good is this iPhone app?
 - ▶ All information is experience good!
- ▶ **Strategies**
 - ▶ Reveal parts of information (e.g. free song, Amazon's "look inside")
 - ▶ Given temporary access to information (e.g. put on Hulu)
 - ▶ Promotional pricing (e.g. low prices for new subscribers)
 - ▶ Building a brand/reputation (e.g. NY Times)
 - ▶ Testimonials (e.g. Trip Advisor)
 - ▶ Influential reviewers (e.g. movies)
 - ▶ Freemium (e.g. Hulu, Dropbox)

7. Attention and Search

- ▶ **The internet promises to lower search costs**
 - ▶ Easy to visit many stores.
 - ▶ Price comparison websites.
- ▶ **Danger of information overload**
 - ▶ Increase in number and types of sites.
 - ▶ Increase in products at a given site.
- ▶ **Important to “organize the world’s information”**
 - ▶ Locating, filtering and communicating what is useful.
- ▶ **Examples**
 - ▶ Yahoo vs. Google news.
 - ▶ Netflix or Spotify need to recommend music.
 - ▶ Value of website domain (e.g. insurance.com; \$34m in 2010)