

Co-opetitive Dynamics and Platform Strategy (CDPS-EMI)

English-as-a-Medium of Instruction (EMI)

Semester: 1111

Course#: 125152 (2, g)

Credit units: 3

Time: 4efg

Location: MGMT 213

Instructor: Shihmin Lo, Ph.D.

Instructor's Room: MGMT 5059

E-mail: smlo@ncnu.edu.tw

Office Hour: 3ze, by appointment

TAs: [Vivi Lu \(s109212001\)](#), [Silvia Liu \(s108212038\)](#)

Course Overview:

Co-opetition is a revolutionary mindset and framework that combines competition and cooperation into a simultaneous pursuit of advantage building and sustaining. Traditionally, businesses consider competitors as the most essential influencer in their daily operation. However, your competitors do not have to fail for you to win. The idea of **complementors** deserves closer attention for firms in creating a bigger pie of business value and producing win-win outcomes. The five essential **PARTS** of co-opetition, Players, Added-value, Rules, Tactics and Scope, help firms scrutinize and change the game of business in a preferable way.

On the other hand, each firm has a unique market profile and resource endowment. A given pair of firms may not pose an equal degree of threat or opportunity onto each other. How firms interact with each other do matter, in terms of a series of Actions and Responses which constitutes "**dynamics**". This dynamic process of interaction is predictably based on the degree of Awareness, Motivation, and Capability, the so-called **AMC** framework. As a result, "co-opetitive dynamics" becomes indispensable in a game of business.

Especially, we are in a networked age. The key to success of a business relies more on the connection and interaction of the community participants than ever before. **Platform business model** such as Airbnb has transformed the economy over the last decade, but the biggest effects are yet to come. Participants on each side of a platform, such as sellers, buyers, third-party players, and the operator of the platform itself, with Network Effect at the core, interact with each other in such a co-opetitive dynamics all the time. Upon finishing this course, students are expected to apply these concepts to the practice of doing platform business or the research proposal of co-opetitive strategy. Be willing to take challenges and strive to play the unconventional games!

I. Course Material:

A. Textbook:

- [CO] Brandenburger, A. M. and Nalebuff, B. J. *Co-Opettion*. New York, NY: Currency/Doubleday, 1996.
- [PR] Parker, G. G., Van Alstyne, M. W. and Choudary, S. P. *Platform Revolution - How Networked Markets Are Transforming the Economy and How to Make Them Work for You*. W. W. New York, NY: Norton & Company, 2016.
- Assigned articles for *Competitive Dynamics*, by M.-J. Chen and his colleagues.

B. Reference:

- Grant, R. M. *Contemporary Strategy Analysis*, 9th ed., West Sussex, UK: John Wiley & Sons Ltd., 2016.
- [I2Nego] Introduction to Negotiation, by Nalebuff, B. J., Yale University
<https://www.coursera.org/learn/negotiation/home/info>
- [GTBS] 賽局與產業競爭策略 Game Theory and Business Strategy, by 馮勃翰, National Taiwan University
<https://www.coursera.org/learn/game-theory-and-business-strategy/home/info>

II. Learning Approach:

A. Before-Class Reading & Mindmap:

1. Textbook chapters, articles, or video lectures are assigned to each week and subjected to change as the course schedule goes. Students are suggested to read the assigned materials carefully by themselves first, then engage in discussion with your study group, and preparing for an oral presentation and follow-up Q&A in front of class.
2. A free online collaborative mindmap tool, *Coggle*, helps you to analyze and write up key points in a logic and structuralized way. Please add [Professor Lo \(jimmylo.ntu@gmail.com; instead of using his NCNU email address\)](mailto:jimmylo.ntu@gmail.com) and TAs (shown on the page 1 above) into each piece of your group's Coggle mindmaps so that they are able to help improve the students' learning.
3. In general, (1) new vocabulary and phrases, (2) uneasy pronunciation and speaking, (3) unfamiliar business terms and ideas, and (4) further information related to the topic studied for the week are suggested to be highlighted in your Coggle mindmap. Don't forget to indicate the group number along with the names of group members.

B. In-Class Presentation & Discussion

1. Lead discussion group (LDG) of each week will be arranged in turn. The LDG shall lead the discussion of assigned materials of the week, started by

presenting the group's mindmap for the week's topic and invite questions or comments from the audience for further discussion.

2. What/Why/How are key questions to answer, both in Coggle write-ups and class discussion.
3. In the meantime, students of other study-groups in the audience shall actively engage themselves in the whole process as responsible listeners who may raise questions, provide answers, and get ready to be cold called.
4. Additional activities such as invited talks by outside speakers or field trips may be arranged when resource and time are available.
5. A Peer-Review (PR) will be implemented at the end of semester in order to fairly assess personal contribution of each member in her/his study-group.

C. After-Class Review & Additional Learning:

1. Students are strongly suggested to connect real-world practice/news with theoretical lens already learned.
2. All kinds of write-ups in any topic for students' autonomous learning are highly welcome, which serve as a bonus assignment (BA) either prepared in English for 1 page or in Chinese for 2 pages, or illustrated in a Coggle mindmap.
3. You are also welcome to record your own English-speaking practice for 3 minutes as a BA by sharing it on Moodle's designated forum. Each BA can get 1 additional point at most to the maximum of 10 points in total for the whole semester.

III. Evaluation Criteria:

A. Grading Structure:

1. Mindmap & Oral Presentation (OP): **30%** (in group)
2. Term Project (TP) & Video Competition: **20%** (in group)
3. Peer Review (PR): **25%** (in person, as compensation to OP and TP)
4. Participation, both online and office (PT): **25%** (in person)
5. Bonus Assignment (BA): additional **10** points at most

B. Code of Class Presence

1. Please file a request for any absence on Moodle's designated forum in advance or within one day of the class at latest, if the student can't show up on time or need to leave early for more than one session hour (e.g. 50 minutes).
Example: 2/24, IBS 3/ David Yang, a sick leave of absence.
2. Students on leave may submit a **1** (at minimum) page Self-study Note per

hour of absence, either in PDF or Coggle format, within **1** week to waive deduction on participation score.

3. In addition, students are required to browse Moodle regularly at least once a week. The rules of participation above also apply.

IV. Course Schedule:

S1 (9/15): Course Orientation & Team Building

- Syllabus overview
 - ✓ Personal Introduction of Prof. Lo
 - ✓ Everyone – Personal Information Form (by JotForm)
 - ✓ [Everyone – Personal Introduction, 1-minute video \(playlist on YouTube\)](#)
 - ✓ Leader – Group Information Form, mixed backgrounds (by JotForm)
- Introduction of Moodle, Code of Class, and BigBlueButton (BBB)
- Introduction of Coggle mind-map (by TA Wendy)
- Registration process and Application for a tuition waiver of Coursera (by TA Eva)

S2 (9/22): Introduction

- [Co-opetition \[CO\], Platform Revolution \[PR\], and Term Project \[TP\]](#)
 - ✓ Bring your laptop and create your first group Coggle in class!
 - ✓ Your first oral presentation in front of the class ^^
- [\[I2Nego\] Introduction to Negotiation, by Nalebuff, B. J., Yale University](#)
<https://www.coursera.org/learn/negotiation/home/info>
- [\[GTBS\] 賽局與產業競爭策略 Game Theory and Business Strategy, by 馮勃翰, National Taiwan University](#)
<https://www.coursera.org/learn/game-theory-and-business-strategy/home/info>

S3 (9/29): Group# Even and Odd

- [CO] Chapter 1 – War and Peace (pp. 3-10)
<https://youtu.be/G8XqItuAIEM>
- [CO] Chapter 9 – Being Ready for Change (pp. 261-265)
https://youtu.be/EZI_1dE2v1E

S4 (10/6): Group# Even

- [CO] Chapter 2 – Co-opetition (pp. 11-39)
<https://youtu.be/qU46ZJCfu6w>

S5 (10/13): Group# Odd

- [CO] Chapter 3 – Game Theory (pp. 40-66)
<https://youtu.be/HbcMEG6RtPk>
<https://youtu.be/4IecaiBecCU>

S6 (10/20): Group# Even and Odd

- M. –J. Chen, Competitor Analysis and Interfirm Rivalry: Toward a Theoretical Integration (1996, AMR)

S7 (10/27): Group# Even

- [PR] Chapter 1 – Today: Welcome to the platform revolution (pp. 1-15)
https://youtu.be/9Tn9_O7uq1E
- [PR] Chapter 2 – Network Effects: The power of the platform (pp. 16-34)
<https://youtu.be/Y-2aKPuXPTo>

S8 (11/3): Group# Odd

- [PR] Chapter 3 – Architecture: Principles for designing a successful platform (pp. 35-59)
<https://youtu.be/ECjyOSEclCI>
- [PR] Chapter 4 – Disruption: How platforms conquer and transform traditional industries (pp. 60-78)
<https://youtu.be/TH9ZVXwDP30>
<https://youtu.be/Hr2S1zSxVws>

S9 (11/10): Term Project Plan

- TP Topic and Discussion in Class
 - ✓ Introduction of the Rule of Contest
 - ✓ [Introduction of video maker/editor tools \(by TA Eva and Vanessa\).](#)

S10 (11/17): Term Project Proposal - Group# Even and Odd

- Introduction of the Rule of Contest
- TP Proposal: Background, Motivation, Objectives.

S11 (11/24): Group# Even

- [PR] Chapter 5 – Launch: Chicken or egg? Eight ways to launch a successful platform (pp. 79-105)
<https://youtu.be/9zbaRHxPgas>

S12 (12/1): Group# Odd

- [PR] Chapter 6 – Monetization: Capturing the value created by the network effects (pp. 106-128)
<https://youtu.be/fhYe5ySpxiA>

S13 (12/8): Group# Even

- [PR] Chapter 9 – Metrics: How platform managers can measure what really matters (pp. 183-203)
https://youtu.be/K_Lz_y0AwRc

S14 (12/15): Group# Odd

- [PR] Chapter 10 – Strategy: How platforms change competition (pp. 204-228)
<https://youtu.be/THTEhSwh2-4>
<https://youtu.be/GsqKwshJPEg>

S15 (12/22): Wrap-up

- TP Preparation & Video goes online

S16 (12/29): TP Video Contest & Awards

- Between-group TP Evaluation (by JotForm)
- TP Award Ceremony
- Within-group Peer Review of your group (by JotForm)

S17 (1/5): Self-Directed Learning (BA)

- [GTBS] 賽局與產業競爭策略 Game Theory and Business Strategy, by 馮勃翰, National Taiwan University
<https://www.coursera.org/learn/game-theory-and-business-strategy/home/info>

S18 (1/12): Self-Directed Learning (BA)

- [I2Nego] Introduction to Negotiation, by Nalebuff, B. J., Yale University
<https://www.coursera.org/learn/negotiation/home/info>

V. Remarks

- Prof. Lolo's Video Playlists : [Interview, Case Discussion, and SMMC](#)、[ITBM](#)。



- [CO] Chapter 4 – Players (pp. 69-109)
<https://youtu.be/ZIqdrvJluM>
- [CO] Chapter 5 – Added Values (pp. 110-158)
<https://youtu.be/0Q1dZY5h8rk>
<https://youtu.be/Tw80DtjWIU4>

- [CO] Chapter 6 – Rules (pp. 159-197)
<https://youtu.be/iD5WJQ9mqbs>
- [CO] Chapter 7 – Tactics (pp. 198-233)
<https://youtu.be/em1jYFf8sWc>
<https://youtu.be/c3iHdBZWNxE>
- [CO] Chapter 8 – Scope (pp. 234-260)
<https://youtu.be/x6qY-UeZeug>
- [PR] Chapter 7 – Openness: Defining what platform users and partners can and cannot do (pp. 129-156)
<https://youtu.be/aDvObnvi5DU>
<https://youtu.be/0xSXbP652Ts>
- [PR] Chapter 8 – Governance: Policies to increase value and enhance growth (pp. 157-182)
<https://youtu.be/-6lfuzEoY20>
- [PR] Chapter 11 – Policy: How platform should (and should not) be regulated (pp. 229-260)
[PR] Chapter 12 – Tomorrow: The future of platform revolution (pp. 261-289)
<https://youtu.be/qF0CzuPgPgE>

VI. TP Video Playlists: Semester 1071-1101

- 1071 Co-opetition Dynamics and Platform Strategy Term Projects_2019 (e.g. Howhow and Uber)
<http://youtube.com/playlist?list=PLR-eFY918VhIrQjsPkut2pTxTGpbQ0TVh>
- 1081 Co-opetition Dynamics and Platform Strategy (&BNA) Term Projects_2020 (e.g. PChome vs. Shopee, Booking.com, etc.)
<http://youtube.com/playlist?list=PL0KyJduDJ4J1Aa-7ubx3BZS987lrZlsHL>
- 1091 Co-opetition Dynamics and Platform Strategy Term Projects_2021 (e.g. Tesla, Airbnb, Netflix, and Grab)
https://www.youtube.com/playlist?list=PL0KyJduDJ4J28_yTAANAbjl0OaTT-0afT
- 1101 Co-opetition Dynamics and Platform Strategy (&BNA) Term Projects_2022 (e.g. Apple, Netflix, etc.)
<https://youtube.com/playlist?list=PLq2Wy9cVcBnJDgyaz8ayX1qLgvSctWkHs>