



COURSE SYLLABUS

COMPETING IN THE AGE OF DIGITAL PLATFORMS

Professor

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SHORT BIOGRAPHY

Dr. Ezequiel Reficco is currently an Associate Professor at the ESCP Business School. Until January 2022, he was an Associate Professor at EGADE Business School, Tecnológico de Monterrey. During 2009-18, he was a faculty member and chair of the Strategy Department at the Universidad de los Andes School of Management (Bogotá, Colombia). Between 2001-2008 he served at Harvard Business School as a Post-doctoral fellow and Senior Researcher. He co-authored and co-edited two books through Harvard University Press and numerous articles in journals such as the Journal of Business Ethics, the European Journal of Operations, Business & Society, the Journal of Business Research, the Journal of Cleaner Production, Organization & Environment, Harvard Business Review América Latina, and the Stanford Social Innovation Review, among others. According to the Social Science Research Network, he can be counted among the top 10% of authors by all-time downloads.

He has been singled out among the 500 most globally cited researchers from Colombian universities in all scientific disciplines - in 108th place (Colombia Confidential, 2015). He was distinguished at the Universidad de Los Andes and the EGADE Business School with awards that singled him out among the faculty with the highest research output. He consults for multilateral organizations and large corporations in parallel to his academic activity. He is a permanent member of the Social Council of Inditex (owner of Zara and seven other commercial chains).

INTRODUCTION/COURSE DESCRIPTION

In the last two decades, the world has been overtaken by the emergence of a new form of business model; one based on platforms. While platforms are not strictly a novel phenomenon, the convergence with other technological developments --such as the dot.com revolution, the coming of age of artificial intelligence, big data, and robotics—has given platforms a whole new significance. Platform-based new entrants have disrupted industry after industry, and most scholars and pundits forecast that we have only seen the beginning of this tectonic change. This shakedown is far from circumscribed to specific industries or market segments, as experts think this is nothing short of a paradigmatic shift in how we do business (Choudary, 2015). The way that value is created, exchanged, and captured differs in digital platforms, as well as the basic rules of competition, and those companies that "don't learn the new rules of strategy will be unable to compete for long" (Alstyn et al, 2016, p. 2).

COURSE OBJECTIVES

The objectives of the course are to:

- Allow participants to understand the fundamental specificities of platform based business models, which set them apart from traditional brick-and-mortar business models.
- Allow participants to understand how platform-based business models create, exchange, and capture value.
- Allow participants to understand competitive dynamics in the world of digital platforms and how this differs from competition among traditional brick-and mortar incumbents.
- Allow participants to understand the complex relations that unfold between platforms and the various members of the ecosystem that revolves around those platforms.

COURSE METHODOLOGY

The course will be based on the case method (Barnes, B. et al., 1994), which will be combined with wrap up lectures by the instructor, students' presentations and brief talks by guest speakers.

EVALUATION SYSTEM

In this course, performance assessment will be based on the following components:

Contribution to case analysis (oral)	30%
Contribution to case analysis (written)	10%
Team presentation	20%
Analytical report or Business plan	40%.

COURSE PREREQUISITES

Previous academic training and/or professional experience in strategic management would be highly desirable.