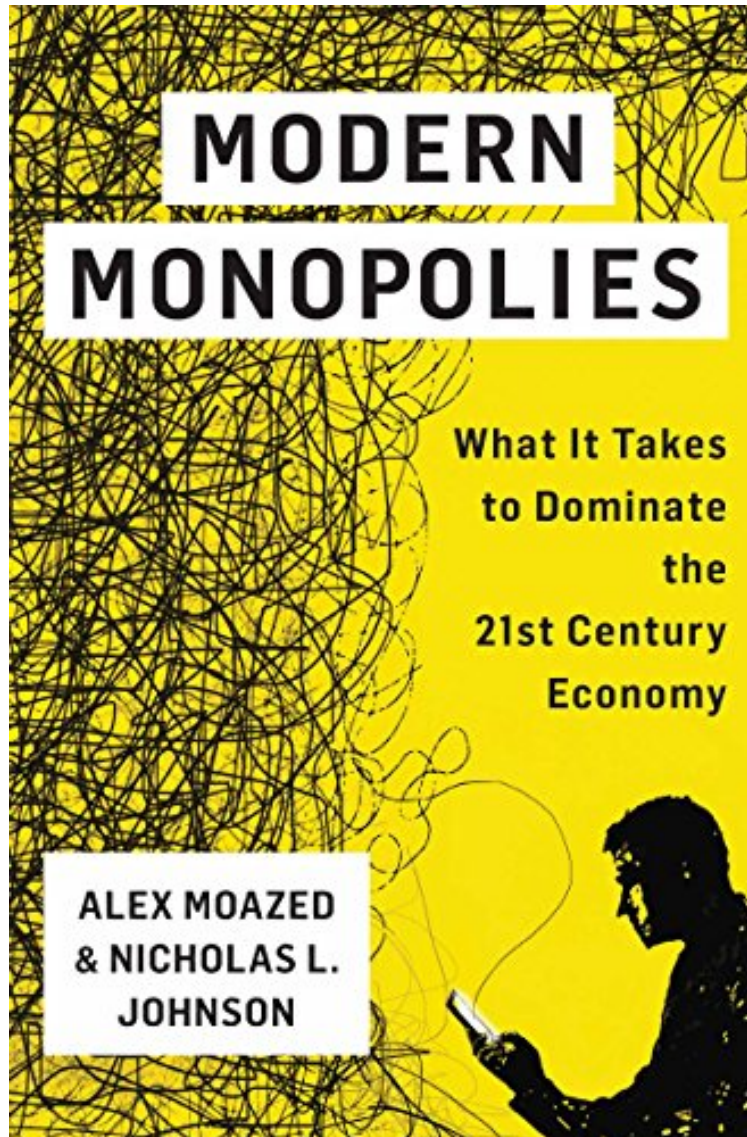


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Modern Monopolies: What It Takes to Dominate the 21st Century Economy

Alex Moazed, Nicholas L. Johnson

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What do Google, Snapchat, Tinder, Amazon, and Uber have in common, besides soaring market share? They're platforms - a new business model that has quietly become the only game in town, creating vast fortunes for its founders while dominating everyone's daily life. A platform, by definition, creates value by facilitating an exchange between two or more interdependent groups. So, rather than making things, they simply connect people. The Internet today is awash in platforms - Facebook is responsible for nearly 25 percent of total Web visits, and the Google platform crash in 2013 took about 40 percent of Internet traffic with it. Representing the ten most trafficked sites in the U.S., platforms are also prominent over the globe; in China, they hold the top eight spots in web traffic rankings. The advent of mobile computing and its ubiquitous connectivity have forever altered how we interact with each other, melding the digital and physical worlds and blurring distinctions between "offline" and "online." These platform giants are expanding their influence from the digital world to the whole economy. Yet, few people truly grasp the radical structural shifts of the last ten years. In *Modern Monopolies*, Alex Moazed and Nicholas L. Johnson tell the definitive story of what has changed, what it means for businesses today, and how managers, entrepreneurs, and business owners can adapt and thrive in this new era.

"{A} stimulating book...The authors are particularly interesting on how modern platform companies are able to outsource much of their innovation."--The Financial Times"*Modern Monopolies* brilliantly lays out the formula for how to get rich in the platform economy. From building audiences to creating network value, this book will become the handbook for the next generation of business leaders."--George F. Colony, CEO, Forrester Research"*Modern Monopolies* is a provocative and highly accessible primer on building twenty-first century monopolies that aptly deconstructs the winners and losers with deep insight and analysis. *Modern Monopolies* provides a deep understanding of emerging platform business models that is required to create the next , Google, or Uber."--Craig Hatkoff, Co-Founder of the Tribeca Film Festival, Disruptor Foundation"*Modern Monopolies* unmasks what Internet platforms are, how they work, and why they are important. A required read for anyone interested in building, or investing in, network-based businesses."--Andrew Weissman, Partner, Union Square Ventures"*Modern Monopolies* reveals the secrets of the startups that are scaling platform businesses. A must read for any serious entrepreneur or investor, as well as anyone interested in innovation."--Oisin Hanrahan, co-founder and CEO of Handy"*Modern Monopolies* is a timely book very persuasively and elegantly sets out the framework for the emerging dominance of the platform business model. *Modern Monopolies* is essential reading for anyone who wants to understand platforms, as well as anyone considering building a new business."--Sudip Nandy, Former CEO of Aricent and Frog Design"*Modern Monopolies* is a satisfying and timely, a valuable contribution to our understanding of modern business."--BooklistAbout the AuthorAlex Moazed is the Founding CEO of Applico and an expert on mobile and platform technology. He appears frequently on Bloomberg, CNBC and Fox, and has been profiled in Inc. Magazine, The Wall Street Journal and The New York Times. He has co-founded the Application Developers Alliance.