

# DAVID B. YOFFIE

## ADDRESS

**Business:** Harvard Business School  
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## EDUCATION

**Ph.D. 1981**  
**Master of Arts 1978**

**STANFORD UNIVERSITY**  
**Stanford, CA**

Course of Study: Political Science and international political economy.

**Bachelor of Arts 1976**

**BRANDEIS UNIVERSITY**  
**Waltham, MA**

Course of Study: Politics major and international political economy.

**Honorary Master of Arts 1990**

**HARVARD UNIVERSITY**  
**Cambridge, MA**

## HONORS AND AWARDS

### 2017-Present

- ACETECH Fellow

### 2016-2017-2018-2019-2020-2021

- Recognized as one of the top ten best-selling case authors (out of over 8,000 authors) for the Case Centre in 2016, 2017, 2018, 2019, 2020 and 2021

### 2015

- The Case Centre Awards and Competitions 2015 Overall Winner for the Cola Wars Continue: Coke and Pepsi in 2010 Case and the Apple Inc. in 2012 Case

### 2013

- Fellow of The International Academy of Management

### 2014

- Fung Global Faculty Fellow

### 2010-2011

- Charles M. Williams Award in recognition of outstanding and effective teaching as well as contributions to the learning environment

### 2011

- eech Case Awards 2011 Overall Winner for the Apple Inc. in 2010 Case

### 2008-2009

- Greenhill Award for Outstanding Service to the HBS Community

**2000-2001**

- Apgar Award for Innovation in Teaching

**1999**

- Named to “Who’s Who” in International Business Education and Research and “Who’s Who” in the Management Sciences

**1983-1988; 1989-Present**

- Council on Foreign Relations – Term Member (served three years on the Term Membership Committee); Full Member

**1980-1981**

- Nominated by Stanford University for best thesis in International Relations, nation-wide competition

**1979**

- Stanford Center for East Asian Studies summer research award
- Morris Abrams National Award in International Relations
- Research Fellowship, Institute for the Study of World Politics

**1978**

- Stanford Center for East Asian Studies summer award – Chinese language training

**1976**

- Fechter prize for top student in Department of Politics
- Summa cum laude, with high departmental honors

**1975**

- Phi Beta Kappa
- Saval-Sachar Summer Scholarship for honor research in Hong Kong
- Brandeis Scholar for top student in the Social Sciences

***EMPLOYMENT*****July 1981-Present****HARVARD BUSINESS SCHOOL  
Boston, MA****MAX AND DORIS STARR PROFESSORSHIP OF INTERNATIONAL BUSINESS  
ADMINISTRATION (June 1993-Present)**

- Senior Associate Dean, Chair, Executive Education (July 1, 2006-June 30, 2012)
- Department Chair, Strategy Unit (1997-2002)
- Faculty Chair, Competing in the Age of Digital Platforms (2020-Present)
- Faculty Chair, Young Presidents’ Organization Gold Program (2012-Present)
- Faculty Chair, Young Presidents’ Organization Program (2004-2012)
- Faculty Chair, Advanced Management Program (1999-2002)
- Faculty Chair, Managing Global Opportunities Program (1992-1995)
- Professor, Business Administration (July 1990-June 1993)
- Associate Professor, Business Administration (July 1985-June 1990)
- Assistant Professor, Business Administration (July 1981-June 1985)

**Teaching assignments and responsibilities have included:****MBA Curriculum**

- Strategy and Technology Elective (2003-2006; 2015-Present)

- Competition and Strategy (1985-1988), Course Head (1992-1995)
- Managing International Trade and Competition (1987-1990)
- Business, Government, and the International Economy (1981-1984)

#### **Executive and Graduate Seminars**

- Owner/President Management Program (2011-2015)
  - Advanced Management Program (1996-2002; 2006-2010)
  - International Senior Management Program (1989-1991)
- Young Presidents' Organization & YPO Gold Programs (2003-2021)
- International Business Doctoral Seminar
- Executive Committee, Weatherhead Center for International Affairs, Harvard University (1990-2000)

#### **Visiting Appointments**

- Visiting Scholar (January 2017; January 2019; February 2020, February-March 2022)  
Stanford Institute For Economic Policy Research  
**STANFORD UNIVERSITY**  
**Stanford, CA**
- Visiting Scholar (January 2016)  
School of Engineering  
**STANFORD UNIVERSITY**  
**Stanford, CA**
- Visiting Scholar (September 2014)  
**LONDON BUSINESS SCHOOL**  
**London, UK**
- Visiting Scholar (September 2013-December 2013)  
School of Engineering  
**STANFORD UNIVERSITY**  
**Stanford, CA**
- Visiting Scholar (September 2002-June 2003)  
Graduate School of Business  
**STANFORD UNIVERSITY**  
**Stanford, CA**
- Visiting Scholar (September 1995-August 1996)  
Graduate School of Business  
**STANFORD UNIVERSITY**  
**Stanford, CA**

#### **Lecturer**

- Department of Political Science (March 1980-June 1981) **STANFORD UNIVERSITY**  
**Stanford, CA**

#### **Current Directorships and Non-Profit Boards**

- Director, National Bureau of Economic Research (1995-Present, Executive Committee 2011-21)
- Director, HTC Corporation (2011-Present)
- Board of Advisors, Commonwealth Financial Network (2020-Present)
- Director, Ampere Computing (2021-Present)

#### **Prior Directorships and Boards**

- Director, Intel Corporation (1989-2018, Lead Director 1999-2008)
- Director, Financial Engines, Inc. (2011-2018)
- Director, TiVo Inc. (2011-2016)
- Director, Mindtree Ltd. (2008-2015)
- Director, Enterprise Mobile Inc. (2007-2011)
- Director, Charles Schwab & Co., Inc. (2003-2007)
- Director, Spotfire Corporation (2002-2007)
- Director, E Ink Corporation (1999-2004)

- Director, Englishtown.com (2000-2003)
- Advisory Board, Chairman, Index Ventures (1999-2001)
- Director, Shiva Corporation (1998-1999)
- Director, Physiologica Inc. (1994-1999)
- Director, Evolve Software Inc. (1996-1998)
- Board of Overseers, Graduate School of International Economics and Finance, Brandeis University (1992-1997)

## **PROFESSIONAL SERVICE**

### **Reviewer for Refereed Journals and Presses**

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| <ul style="list-style-type: none"> <li>• American Political Science Review</li> <li>• California Management Review</li> <li>• Columbia University Press</li> <li>• Economic Industry</li> <li>• Harvard University Press</li> <li>• International Studies Quarterly</li> <li>• Journal of Economics &amp; Management Strategy</li> <li>• Management Science</li> <li>• Richard D. Irwin, Press</li> <li>• Transnational Corporations</li> </ul> | <ul style="list-style-type: none"> <li>• Business History Review</li> <li>• Cambridge University Press</li> <li>• Cornell University Press</li> <li>• Harvard Business School Press</li> <li>• International Organization</li> <li>• Industrial &amp; Corporate Change</li> <li>• Journal of Policy Analysis and Management</li> <li>• National Bureau of Economic Research</li> <li>• Princeton University Press</li> <li>• Strategic Management Journal</li> <li>• The World Bank Economic Review</li> </ul> |
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### **Book Reviewer for Referred Journals**

- American Journal of International Law
- American Political Science Review
- Journal of Economic Literature
- Journal of International Business Studies
- The World Economy

### **Government Service**

- U.S. Department of Justice International Competition Policy Advisory Committee (1997-1999)

## **PUBLICATIONS**

### **Books**

- The Business of Platforms: Strategy in the Age of Digital Competition, Innovation, and Power, co-authored with Michael A. Cusumano and Annabelle Gawer, New York: Harper Business Press, 2019. (Translations to appear in 9 languages.)
- Strategy Rules: Five Timeless Lessons from Bill Gates, Andy Grove, and Steve Jobs, co-authored with Michael Cusumano, New York: Harper Business Press, 2015. *I-Global Intelligence for the CIO* best business books of 2015 for IT leaders. (Translations to appear in 18 languages.)
- Judo Strategy: Turning Your Competitors' Strength To Your Advantage, co-authored with Mary Kwak, Boston, MA: Harvard Business School Press, 2001. (Translations into 10 languages.)
- Competing on Internet Time: Lessons from Netscape and its Battle with Microsoft, co-authored with Michael A. Cusumano, New York: The Free Press, 1998. (Named one of the top 10 Business Books of 1998 by BusinessWeek and Amazon.com, and translated into 3 languages.) (Abridgement of Appendix One, "Netscape's Chronology" reprinted in Internet Business Models and Strategies: Text and Cases, Allan Afuah and Christopher L. Tucci, NY: Irwin/McGraw-Hill, 2001.)

- Competing in the Age of Digital Convergence, ed., Boston, MA: Harvard Business School Press, 1997.
- International Trade and Competition: Cases and Notes in Strategy and Management, second edition, with Benjamin Gomes-Casseres, New York, NY: McGraw-Hill, 1994. (Accompanied by International Trade and Competition Instructor's Manual.)
- Strategic Management in Information Technology Casebook, Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1994. (Accompanied by Strategic Management in Information Technology Instructor's Manual and Teaching Notes.)
- Beyond Free Trade: Firms, Governments, and Global Competition, ed., Boston, MA: Harvard Business School Press, 1993.
- The International Political Economy of Direct Foreign Investment (Vol. I & Vol. II), edited with Benjamin Gomes-Casseres, London, England: Edward Elgar Publishing Limited, 1993.
- Power and Protectionism: Strategies of the Newly Industrializing Countries, New York, NY: Columbia University Press, 1983.

#### Articles and Book Chapters

- "Can Self-Regulation Save Digital Platforms?" with Michael Cusumano and Annabelle Gawer, Industrial and Corporate Change, forthcoming 2022.
- "Why is the platform business model so successful?" with Michael A. Cusumano and Annabelle Gawer, Harvard Business Review France, (published in French as "Pourquoi le business model des plateformes est-il si performant?" May 29, 2022.
- "Pushing Social Media Platforms to Self-Regulate," with Michael A. Cusumano and Annabelle Gawer, The Regulatory Review: A Publication of the Penn Program on Regulation, online, January 3, 2022.
- "Social Media Companies Should Self-Regulate. Now.," with Michael A. Cusumano and Annabelle Gawer, Harvard Business Review, Online, January 15, 2021. (Reprinted in "The Year in Tech 2022: The Insights You Need from Harvard Business Review," Harvard Business Review, October 26, 2021, pp. 121-129.)
- "Social Media Companies Should Self-Regulate. Now.," with Michael A. Cusumano and Annabelle Gawer, Harvard Business Review, Online, January 15, 2021.
- "The Platform Organization," with Annabelle Gawer and Michael Cusumano, in Designing Adaptive Organizations, Charles Snow and Øystein D. Fjeldstad, eds., UK: Cambridge University Press, 2022.
- "Google, Apple, Facebook, Amazon: Is Winner-Take-All True?" World's Best Management Class: 17 Lessons in Management from the World's Leading Business Professors, edited by Ayako Hirono, Tokyo: Nikkei Business, 2020, pp. 178-193 (published in Japanese).
- "The Future of Platforms," with Michael A. Cusumano and Annabelle Gawer, Special Issue on Disruption 2020, MIT Sloan Management Review, Spring 2020, Vol. 61, No. 3, pp. 46-54, (Reprint 61304). (To be reprinted in MIT Press collection, Spring 2021.)
- "El negocio de las plataformas," with Annabelle Gawer and Michael A. Cusumano, Harvard Deusto Business Review, No. 295, December 2019, pp. 6-12.
- "A Study of More Than 250 Platforms Reveals Why Most Fail," with Annabelle Gawer and Michael A. Cusumano, Harvard Business Review, Online, May 29, 2019.
- "Extrapolating from Moore's law," with Michael A. Cusumano, Communications of the ACM, December 2015, Vol. 59, No. 1, pp. 33-35.

- "Mastering Strategy," with Michael A. Cusumano, MIT Sloan Management Review, Winter 2016, Vol. 57, No. 2, pp. 67-71. (Interview published online October 8, 2015.)
- "Network Effects," with Andrei Hagiu, The Palgrave Encyclopedia of Strategic Management, edited by Mie Augier and David J. Teece, Palgrave Macmillan, 2016. (Published online October 2013.)
- "The New Patent Intermediaries: Platforms, Defensive Aggregators, and Super-Aggregators," with Andrei Hagiu, Journal of Economic Perspectives, (Winter 2013), 27, No. 1, pp. 45-66.
- "What's Your Google Strategy?," with Andrei Hagiu, Harvard Business Review, April 2009, 87, No. 4, pp. 74-81. (Reprinted in "HBR's 10 Must Reads on Platforms and Ecosystems," Harvard Business Review, November 24, 2020, pp. 49-63.)
- "Wintel: Cooperation and Conflict," with Ramon Casadesus-Masanell, Management Science, April 2007, 53, No. 4, pp. 584-598.
- "With Friends Like These: The Art of Managing Complementors," with Mary Kwak, Harvard Business Review, September 2006, 84, No. 9, pp. 88-98.
- "Lessons of The Apple Revolution," Milestone Group Quarterly, April 2006.
- "Judotaktika," with Mary Kwak, Director, September 2004, Vol. 34, No. 7, pp. 26-35. (In Estonian.)
- "Judo Strategy: 10 Techniques for Beating a Stronger Opponent," Business Strategy Review, Spring 2002, Vol. 13, No. 1, pp. 20-30. (Reprinted in the Estonia Management Review, 2003.)
- "Mastering Balance: How to Meet and Beat a Stronger Opponent," with Mary Kwak, California Management Review, Winter 2002, Vol. 44, No. 2, pp. 8-24.
- "Mastering Strategic Movement at Palm," with Mary Kwak, MIT Sloan Management Review, Fall 2001, Vol. 43, No. 1, pp. 55-63, (Reprint 4315).
- "Playing by the Rules: How Intel Avoids Antitrust Litigation," with Mary Kwak, Harvard Business Review, June 2001, Vol. 79, No. 6, pp. 119-122, (Reprint R0106H).
- "A Race to the Bottom or Governance from the Top?," with Debora Spar, in Coping with Globalization, Aseem Prakash and Jeffrey A. Hart, eds., London, England: Routledge, 2000, pp. 31-51.
- "Software Development on Internet Time," with Michael A. Cusumano, Computer, October 1999, Vol. 32, No. 10, pp. 60-69.
- "What Netscape Learned From Cross-platform Software Development," with Michael A. Cusumano, Communications of the ACM, October 1999, Vol. 42, No. 10, pp. 72-78.
- "Software Development Strategy for the Internet Age: Lessons from Netscape's Cross-platform Development Strategy," with Michael A. Cusumano, Journal of the Information Processing Society of Japan, April 1999, Vol. 40, No. 4, pp. 418-423.
- "Building a Company on Internet Time: Lessons from Netscape," with Michael A. Cusumano, California Management Review, Spring 1999, Vol. 41, No. 3, pp. 8-28. (Reprinted in Annual Editions: Entrepreneurship, NY: McGraw-Hill/Dushkin, 2000.)
- "Multinational Enterprises and the Prospects for Justice," with Debora Spar, Journal of International Affairs, Spring 1999, Vol. 52, No. 2, pp. 557-581. (Reprinted in The Global Economy: Contemporary Debates, Thomas Oatley, NY: Longman Publishers/Pearson Education, 2004.)
- "Judo Strategy: The Competitive Dynamics of Internet Time," with Michael A. Cusumano, Harvard Business Review, January-February 1999, Vol. 77, No. 1, pp. 70-81.
- "Competing in the Age of Digital Convergence," California Management Review, Summer 1996, Vol. 38, No. 4, pp. 31-53. A longer version appears in Competing in the Age of Digital

Convergence, David B. Yoffie, ed., Boston, MA: Harvard Business School Press, 1997. (ANBAR Electronic Intelligence Citation of Excellence.)

- "Competing in the Age of Digital Convergence," The Hong Kong Manager, 2<sup>nd</sup> Quarter, 1997, Vol. 33, No 2.
- "Digital Chess," World Link, Magazine of the World Economic Forum, January/February 1997, pp. 32-34.
- "Setting Standards and Creating Value: Lessons from Consumer Electronics for Personal Digital Assistants," with Anita McGahan and Leslie Vadasz, in Competing in the Age of Digital Convergence, David B. Yoffie, ed., Boston, MA: Harvard Business School Press, 1997.
- "Foreign Direct Investment and the Demand for Protection in the United States," with John B. Goodman and Debora Spar, International Organization, Autumn 1996, Vol. 50, No. 4, pp. 565-591.
- "Foreign Direct Investment in Semiconductors," in Foreign Direct Investment, Kenneth A. Froot, ed., National Bureau of Economic Research, Chicago, IL: The University of Chicago Press, 1993, pp. 197-230.
- "Trading Blocs and the Incentives to Protect: Implications for Japan and East Asia," with Kenneth A. Froot, in Regionalism and Rivalry: Japan and the U.S. in Pacific Asia, Jeffrey A. Frankel and Miles Kahler, eds., National Bureau of Economic Research, Chicago, IL: The University of Chicago Press, 1993, pp. 125-156.
- "Semiconductors: From Manipulated to Managed Trade," with Laura D'Andrea Tyson, in Beyond Free Trade: Firms, Governments, and Global Competition, David B. Yoffie, ed., Boston, MA: Harvard Business School Press, 1993, pp. 29-78.
- "Telecommunications: Deregulation and Globalization," with Richard H. Vietor, in Beyond Free Trade: Firms, Governments, and Global Competition, David B. Yoffie, ed., Boston, MA: Harvard Business School Press, 1993, pp. 129-192.
- "Technology Challenges to Trade Policy," in Linking Trade and Technology Policies: An International Comparison of the Policies of Industrialized Nations, Martha Caldwell Harris and Gordon E. Moore, eds., National Academy of Engineering, Washington, DC: National Academy Press, 1992, pp. 103-115.
- "Strategic Trade Policies in a Tripolar World," with Kenneth A. Froot, The International Spectator, (Roma, Italy), July-September 1991, Vol. XXVI, No. 3, pp. 3-28. (Reprinted in The Political Economy of International Cooperation, NIRA Research Output, 1992, Vol. 5, No. 1, pp. 1-22.)
- "Institutional Incentives for Protection: The American Use of Voluntary Export Restraints," with John J. Coleman, in International Trade: Changing Role of the United States, Frank J. Macchiarola, ed., New York, NY: Proceedings of The Academy of Political Science, 1990, Vol. 37, No. 4, pp. 137-150.
- "Between Free Trade and Protectionism: Strategic Trade Policy and a Theory of Corporate Trade Demands," with Helen V. Milner, International Organization, Spring 1989. (Reprinted in revised form as, "An Alternative to Free Trade or Protectionism: Why Corporations Seek Strategic Trade Policy," California Management Review, Summer 1989.) (Reprinted in Global Trade, John J. Kirton, ed., Ashgate Publishing Limited in The Library of Essays in Global Governance, April 2009.)
- "American Trade Policy: An Obsolete Bargain?," in Can the Government Govern?, John E. Chubb and Paul E. Peterson, eds., Washington, DC: The Brookings Institution, 1989.
- "The Empirical Study of Trade Deterrence," in Perspectives on Deterrence, P.C. Stern, R. Axelrod, R. Jervis, R. Radner, eds., New York, NY: Oxford University Press, 1989.
- "How an Industry Builds Political Advantage," Harvard Business Review, May-June 1988.
- "Answers to the Commercial Changes of the Eighties," published in Spanish, "Respuestas al Entorno Comercial de los Ochenta," in Exportar Un Gran Desafio Para Chile, Carlos F. Caceres, Felipe Larrain B., and Gregory C. Nicolaidis, eds., Santiago de Chile: Editorial Universitaria, March 1988.

- "The Dynamics of Negotiated Protectionism," with Vinod K. Aggarwal and Robert O. Keohane, American Political Science Review, June 1987 (lead article).
- "Corporate Strategies for Political Action: A Rational Model," in Business Strategy and Public Policy: Perspectives from Industry and Academia, Alfred A. Marcus, Allen M. Kaufman, and David R. Beam, eds., Westport, CT: Greenwood Press, 1987.
- "Protecting World Markets," in Thomas K. McCraw, ed., America versus Japan, Boston, MA: Harvard Business School Press, 1986.
- "Creating Political Advantage: The Rise of the Corporate Political Entrepreneur," with Sigrid Bergenstein, California Management Review, Fall 1985. (Reprinted in David Coen and Wyn Grant, eds., Business and Government, London, England: Edward Elgar Publishing, 2016.)
- "What Motivates Countertrade?," in Countertrade in the World Economy, New York, NY: Group of 30, 1985.
- "Profiting from Countertrade," Harvard Business Review, May-June 1984.
- "Political Forecasting as a Management Tool," with James E. Austin, Journal of Forecasting, October-December 1984.
- "Preface," with Joseph L. Badaracco, Jr., Public Policy and Private Enterprise, Boston, MA: Harvard Business Review, 1984.
- "Industrial Policy: It Can't Happen Here," with Joseph L. Badaracco, Jr., Harvard Business Review, November-December 1983.
- "The Structure of Modern Protectionism: Past Patterns and Future Prospects," Harvard Business School Working Paper No. 83-50. Published in Spanish, "La estructura del proteccionismo moderno: patrones pasados y perspectivas futuras," in Transnacionalizacion y Periferia Semindustrializada I, Isaac Minian, ed., Mexico City: Centro de Investigacion y Docencia Economicas, A.C., 1983.
- "Adjustment in the Footwear Industry: The Consequences of Orderly Marketing Agreements," in American Industry in International Competition, Laura Tyson and John Zysman, eds., Ithaca: Cornell University Press, 1983.
- "Responding to the 'New Protectionism:' Strategies of the Advanced Developing Countries in the Pacific Basin," with Robert O. Keohane, in Trade and Growth of the Advanced Developing Countries in the New International Economic Order, Seoul: Korea Development Institute, 1981.
- "The Newly Industrializing Countries and the Political Economy of Protectionism," International Studies Quarterly, December 1981. (Reprinted in Stephan Haggard and Chung-In Moon, eds., Pacific Dynamics: The International Politics of Industrial Change, Boulder Westview Press, 1989.) (Reprinted in Stephan Haggard, ed., The International Political Economy and the Developing Countries, London, England: Edward Elgar Publishing, 1995, Vol. 1.)
- "Orderly Marketing Agreements as an Industrial Policy: The Case of the Footwear Industry," Public Policy, Winter 1981.

#### Working Papers

- "Competing Complements," HBS Working Paper, with Ramon Casadesus-Masanell and Barry Nalebuff, HBS Working Paper No. 09-009, November 18, 2007, July 2008. (Revised March 2010.) Casadesus-Masanell, Ramon, Nalebuff, Barry J. and Yoffie, David, "Competing Complements" (November 2007). NET Institute Working Paper No. 07-44. Available at SSRN: <http://ssrn.com/abstract=1032461>.

#### Op-Ed, Magazine and Newspaper Articles

- "Starbucks 'Race Together' Initiative Is Brilliant," with Michael A. Cusumano, Time.com, March 18, 2015.
- "Learning from Combat Zone," editorial, with Mary Kwak, The Times of India, November 28, 2006.



- "Manager's Journal: ...Family Feud: How to Avoid Another H-P Battle," editorial, The Wall Street Journal, March 25, 2002.
- "Manager's Journal: ...HP and Compaq Should Return to Their Roots," editorial, The Wall Street Journal, December 17, 2001.
- "Lessons from the Dotcom Days," editorial, The Financial Times, October 2, 2001.
- "Manager's Journal: ...What Now for Microsoft?," editorial, The Wall Street Journal, November 5, 2001.
- "The Big Question: Which Remedy Is the Least Bad?," editorial, The Wall Street Journal, April 27, 2000.
- "Manager's Journal: ...Or the Wave of the Future?," editorial, with Michael A. Cusumano, The Wall Street Journal, May 10, 1999.
- "A Deal That's Good for the Internet," editorial, with Michael A. Cusumano, The Wall Street Journal, November 25, 1998.
- "Chip Shortage: Don't Blame the Pact," editorial, The Wall Street Journal, June 21, 1988.
- "Helping an Industry Fight the Good Fight," New York Times, Sunday Business Forum, August 10, 1986.
- "Barter: Looking Beyond the Short-term Payoffs and the Long-term Threat," International Management, August 1984.
- "Why a U.S. Industrial Policy will Fail," with Joseph L. Badaracco, Jr., The Manhattan Report, Manhattan Institute for Policy Research, 1983.
- "Industrial Nonpolicy," editorial, with Joseph L. Badaracco, Jr., New York Times, October 15, 1982.
- "Reagan's Mythical Auto Restraint Agreement," editorial, The Wall Street Journal, May 18, 1981.

### Teaching and Training Materials

- Yoffie, David B. Judo Strategy. Faculty Seminar Series. Boston: Harvard Business School Publishing, 2003. CD-rom. (Faculty Lecture: HBSP Product Number 1512C.)

### HBS Course Materials

#### 2022

- Doubling Down: Elon Musk's Big Bets in 2022, HBS No. 722-439
- Apple Inc. in 2020 – Select Market Data, HBS Case Supplement 722-387
- Mobileye 2021: Robotaxi and/or Consumer AV?, HBS Teaching Note 722-382

#### 2021

- Collaboration Wars: Slack vs. Microsoft Teams, HBS case 722-398
- Mobileye 2021: Robotaxi and/or Consumer AV?, HBS Case 721-481
- Roku, HBS Case 721-480
- Social Media War 2021: Snap vs. Facebook vs. TikTok, HBS Teaching Note 721-449
- Social Media War 2021: Snap vs. Facebook vs. TikTok, HBS Case 721-443
- Apple Inc. in 2020, HBS Teaching Note 721-427
- Skillz: Esports and Skill-Based Mobile Gaming, HBS Case 721-358

#### 2020

- Extended Reality Extends into Enterprise?, HBS Case 720-472
- Numenta in 2020: The Future of AI, HBS Case 720-463
- TiVo 2020, HBS Case 720-457
- Apple Inc. in 2020, HBS Case 720-454
- Intellectual Ventures Update 2020, HBS Case 720-438
- Ripple: The Business of Crypto, HBS Teaching Note 720-418
- Fixing Facebook: Fake News, Privacy, and Platform Governance, HBS Teaching Note 720-417
- Fixing Facebook: Fake News, Privacy, and Platform Governance, HBS Case 720-400
- 5G Wireless Technology, 2019, HBS Case 720-362

### 2019

- Upwork: Creating the Human Cloud/Upwork in 2019, HBS Teaching Note 719-463
- Elon Musk's Big Bets Update, 2019, HBS Case 719-512
- Mobileye Update, 2019, HBS Case 719-511
- Upwork in 2019, HBS Case 719-509
- Ripple: The Business of Crypto, HBS Case 719-506
- Numenta: Inventing and(or) Commercializing AI, HBS Teaching Note 719-462
- Walmart Update, 2019, HBS Case 719-504
- Voice War: Hey Google vs. Alexa vs. Siri, HBS Teaching Note 719-464

### 2018

- Apple Inc. in 2018, HBS Teaching Note 718-516
- Qualcomm Inc., 2018, HBS Teaching Note 718-517
- Qualcomm Inc., 2019, HBS Case 718-514
- Voice War: Hey Google vs. Alexa vs. Siri, HBS Case 718-519
- \$19B 4 txt app WhatsApp...omg! (B), HBS Case 718-513
- Apple Inc. in 2018, HBS Case 718-439
- HTC and Virtual Reality, HBS Case 718-421
- CyberArk: Protecting the Keys to the IT Kingdom, HBS Case 718-418
- Virtual Reality and the Gaming Sector 2017, HBS Case 718-405
- Upwork: Creating the Human Cloud, HBS Case 718-402

### 2017

- Intuit: QuickBooks (B), HBS Case 717-513
- Elon Musk's Big Bets, HBS Teaching Note 717-511
- eBay vs. Carl Icahn, 2014, and A Note on Activist Investors and the Tech Sector, HBS Teaching Note 717-510
- Wal-Mart Update, 2017, HBS Teaching Note 717-509
- Wal-Mart Update, 2017, HBS Case 717-468
- Mobileye: The Future of Driverless Cars, HBS Multimedia/Video Supplement 717-805
- Donna Dubinsky, Numenta and Artificial Intelligence, HBS Multimedia/Video Supplement 717-807
- eBay vs. Carl Icahn, 2014: Interview with John Donahoe, eBay CEO 2008-2015, HBS Multimedia/Video Supplement 717-801
- Pebble: Wearables Pioneer, HBS Case 717-414
- eBay vs. Carl Icahn, 2014, HBS Case 717-417
- Elon Musk's Big Bets, HBS Case 717-431

**2016**

- Apple's Future: Apple Watch, Apple TV, and/or Apple Car?, HBS Teaching Note 716-473
- Searching for a New CEO: TiVo 2016, HBS Case 716-470
- Numenta: Inventing and (or?) Commercializing AI, HBS Case 716-469
- eBay vs. Carl Icahn, 2014, HBS Case 716-463
- A Note on Activist Investors and the Tech Sector, HBS Case 716-462
- Salesforce.com vs. Siebel (Abridged), HBS Case 716-454
- A Brief Note on Global Antitrust, HBS Case 716-432
- Steve Jobs: Leader Strategist, HBS Teaching Note 716-413
- Apple's Future: Apple Watch, Apple TV, and/or Apple Car?, HBS Case 716-401

**2015**

- Coffee Wars in India, HBS Teaching Note 715-469
- Apple Inc. in 2015, HBS Teaching Note 715-468
- Qualcomm Inc., 2009-2015, HBS Case 715-467
- Apple Inc. in 2015, HBS Case 715-456
- Steve Jobs: Leader Strategist, HBS Case 715-454
- Coffee Wars in India: Starbucks 2015, HBS Case 715-453
- Coffee Wars in India: Starbucks 2012, HBS Case 715-452
- Mobileye: The Future of Driverless Cars, HBS Teaching Note 715-447
- Coffee Wars in India: Café Coffee Day 2015, HBS Case 715-445
- Coffee Wars in India: Café Coffee Day 2013, HBS Case 715-444

**2014**

- Mobileye: The Future of Driverless Cars, HBS Case 715-421
- LinkedIn Corporation, 2012, HBS Teaching Note 714-509

**2013**

- Taking Dell Private, HBS Case 714-421
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