

## 메타가이드 2559

**1. Title** [Pipelines, Platforms, and the New Rules of Strategy.](#)

**Author** ALSTYNE, MARSHALL W. VAN | PARKER, GEOFFREY G. | CHOUDARY, SANGEET PAUL

**Journal** Harvard Business Review. Apr2016, Vol. 94 Issue 4

**Abstract** For decades, the five-forces model of competition has dominated the thinking about strategy. But it describes competition among traditional “pipeline” businesses, which succeed by optimizing the activities in their value chains—most of which they own or control. “Platform” businesses that bring together consumers and producers, as Uber, Alibaba, and Airbnb do, require a different approach to strategy. The critical asset of a platform is external—the community of members. The focus shifts from controlling resources to orchestrating them, and firms win by facilitating more external interactions and creating “network effects” that increase the value provided to all participants. In this new world, competition can emerge from seemingly unrelated industries and even from within the platform itself. The authors, three platform strategists, walk executives through the choices they must make when building platforms, outlining the different metrics needed to manage them. Businesses that fail to learn the new rules will struggle, they argue. When a platform enters the marketplace of a pure pipeline business, the platform nearly always wins. That’s exactly what happened when the iPhone came on the scene in 2007. By 2015, it accounted for 92% of global profits in mobile phones, while most of the giants that once ruled the industry made no profit at all. INSETS: Networks Invert the Firm.;HARNESSING SPILLOVERS.

**Database** Business Source Complete

**2. Title** [Network Effects Aren't Enough.](#)

**Author** HAGIU, ANDREI | ROTHMAN, SIMON

**Journal** Harvard Business Review. Apr2016, Vol. 94 Issue 4

**Abstract** In many ways, online marketplaces are the perfect business model. Since they facilitate transactions between independent suppliers and customers rather than take possession of and responsibility for the products or services in question, they have inherently low cost structures and fat gross margins. They are highly defensible once established, owing to network effects. Yet online marketplaces remain extremely difficult to build, say Andrei Hagiu of Harvard Business School and venture capitalist Simon Rothman of Greylock Partners. Most entrepreneurs and investors attribute this to the challenge of quickly attracting a critical mass of buyers and suppliers. But it is wrong to assume that once a marketplace has overcome this hurdle, the sailing will be smooth. Several other important pitfalls can threaten

marketplaces: growing too fast too early; failing to foster sufficient trust and safety; resorting to sticks, rather than carrots, to deter user disintermediation; and ignoring the risks of regulation. This article draws on company examples such as eBay, Lending Club, and Airbnb to offer practical advice for avoiding those hazards. INSET: AIRBNB'S REMARKABLE GROWTH

**Database** Business Source Complete

**3.Title** [Culture is not the culprit.](#)

**Author** LORSCH, JAY W. | MCTAGUE, EMILY

**Journal** Harvard Business Review. Apr2016, Vol. 94 Issue 4

**Abstract** When organizations get into big trouble, fixing the culture is usually the prescription. That's what most everyone said GM needed to do after its 2014 recall crisis. Cultural reform has likewise been proposed as the solution to the corrosive bureaucracy at the Veterans' Administration, unethical behavior in banks, and the excessive use of force by police. But interviews with successful change makers, conducted by Harvard Business School's Jay W. Lorsch and Emily McTague, suggest that culture isn't something you "fix." Rather, cultural change is what you get when you put new processes or structures in place to tackle tough business challenges. Organizations are complex systems with many ripple effects—and reworking fundamental practices will inevitably lead to new values and behaviors. In this article, the authors explain how this played out during four major transformations: the remake of Ecolab into a diversified corporation three times its original size; the postbankruptcy merger of Delta and Northwest; the turnaround of Ford; and Novartis's shift to a diversified health-care portfolio. Each firm's CEO took a different approach for a different end. Ecolab's Doug Baker pushed decisions down to the front lines to strengthen customer relationships. Delta's Richard Anderson got airline workers on board by focusing on meeting their needs. Ford's Alan Mulally broke down barriers between units to improve collaboration and efficiency. Novartis's Daniel Vasella decentralized to unleash creative energy. But in every case, when the executives used tools such as decision rights, performance measurement, and reward systems to address their particular business challenges, organizational culture evolved as a result, reinforcing the new direction.

**Database** Business Source Complete

**4.Title** [Rethinking Indonesia's Informal Sector](#)

**Author** Alexander D. Rothenberg | Arya Gaduh | Nicholas E. Burger | Charina Chazali | Indrasari Tjandraningsih | Rini Radikun | Cole Sutera | Sarah Weiland

**Journal** World Development Volume 80, April 2016

**Abstract** This paper reviews competing theories about the causes of informality in developing countries and uses new data to determine which theory best explains the persistence and scale of Indonesia's informal sector. Using nationally representative survey data on micro, small, and medium-sized firms, we find that most of Indonesia's informal firms are very small, micro firms, with less than five employees. These firms pay low wages, are relatively unproductive when compared to large firms, are managed by individuals with low educational attainment, predominantly supply products to local markets, and have not recently attempted to expand their operations. From a small-scale, qualitative survey of firms, we find that many informal firms do not register their businesses either because they have no desire to expand or borrow from formal financial sources, or because they are avoiding taxes. Finally, we evaluate the impact of Indonesia's one-stop-shops for business registration program, a large-scale program that attempted to reduce registration costs. We find both that the program had no effects on firms' informality rates, and we also find that it did not reduce the probability that workers were informally employed. Taken together, the evidence suggests that a combination of the rational exit and the dual economy theories best explains why so many firms in Indonesia are informal.

**Database** ScienceDirect

**5.Title** [Eco-cities, governance and sustainable lifestyles: The case of the Sino-Singapore Tianjin Eco-City](#)

**Author** Andrew Flynn | Li Yu | Peter Feindt | Chun Chen

**Journal** Habitat International Volume 53, April 2016

**Abstract** In this paper we argue that to analyse the eco-development process we need to explore it as a whole, from design, through delivery and then to how these developments influence the behaviour of the people who live and work in eco-developments. At each stage of the development process it is important to analyse and understand what key actors understand by the term 'eco' (resource efficiency of land and materials), how they understand the institutional, economic, social and communicative mechanisms to effectively produce 'eco' developments and 'green economy', and what learning opportunities exist to promote positive ecological and competitiveness ideas. Perhaps, because so little is known, the greatest need of all is to analyse how the new residents of eco-cities are living their lives and whether or not they are more environmentally friendly than before. In this paper we provide empirical data on those who have moved to the most profile eco-development in China, the Sino-Singapore Tianjin Eco-City. The data reveals that whilst the habits of some residents are sympathetic to the environment, other parts of their lifestyle – linked to comfort and convenience – are not. Moreover, the aspirations of the residents for an increasingly middle class lifestyle mean that resource use could be even higher in the future. This is a highly

significant finding both for those engaged in academic debates on eco-development and for policy makers and practitioners involved in the development of eco-cities.

**Database** ScienceDirect

**6.Title** [Concept learning by direct current design challenges in secondary education](#)

**Author** Dave H. J. van Breukelen | Marc J. de Vries | Frank A. Schure

**Journal** International Journal of Technology and Design Education

**Abstract** This paper presents a mixed methods study in which 77 students and 3 teachers took part, that investigated the practice of Learning by Design (LBD). The study is part of a series of studies, funded by the Netherlands Organisation for Scientific Research, that aims to improve student learning, teaching skills and teacher training. LBD uses the context of design challenges to learn, among other things, science. Previous research showed that this approach to subject integration is quite successful but provides little profit regarding scientific concept learning. Perhaps, when the process of concept learning is better understood, LBD is a suitable method for integration. Through pre- and post-exams we measured, like others, a medium gain in the mastery of scientific concepts. Qualitative data revealed important focus-related issues that impede concept learning. As a result, mainly implicit learning of loose facts and incomplete concepts occurs. More transparency of the learning situation and a stronger focus on underlying concepts should make concept learning more explicit and coherent.

**Database** SpringerLink

**7.Title** [Middle school students' reactions to a 1:1 iPad initiative and a paperless curriculum](#)

**Author** Janet M. Ferguson

**Journal** Education and Information Technologies

**Abstract** In this study, 676 middle school students in grades 6, 7 and 8 were asked to complete a survey online, during class time, which asked them their opinions on using iPads in school. Responses to the survey questions were generally positive however comments written at the end were very critical of the initiative. Significant differences were found when comparing the responses of 6th, 7th and 8th grade students. Seventh grade students, who had been using the iPad since 6th grade, were significantly more positive than the 6th or 8th grade students. Also, the younger students in grade 6 were significantly more positive about using iPads than students in 8th grade. Gender differences were also found, with boys being more positive in their opinions than girls. Distraction and technical problems were among the problems students commented on, as well as eye strain from using the iPad for long periods of time.

Increased engagement was evident from the high percentage of students who either agreed or strongly agreed with the statement that “the iPad makes learning more fun and interesting”.

**Database** SpringerLink

**8.Title** [An Institutional Postdoctoral Research Training Program: Increasing Productivity of Postdoctoral Trainees](#)

**Author** Randal G. Ross | Linda Greco-Sanders | Mark Laudenslager

**Journal** Academic Psychiatry  
April 2016, Volume 40, Issue 2,

**Abstract** Objective

Postdoctoral training is a critical stage of career development, and there has been a national effort to increase the consistency and quality of postdoctoral experiences. However, much of the effort has gone towards improving the process of training with less effort focusing on the content of what should be achieved during postdoctoral training, primarily because of a lack of empirical evidence in this area. One possible predictor of later scientific productivity is the number of peer-reviewed papers published during postdoctoral training. This manuscript reports on efforts to increase postdoctoral productivity.

Method

A single institution made postdoctoral training program changes designed to increase postdoctoral publication productivity. Postdoctoral publication productivity was compared between 114 trainees who matriculated prior to the changes and 20 trainees who matriculated after the changes.

Results

Postdoctoral trainees who matriculated after program changes had higher publication rates than postdoctoral trainees who matriculated prior to program changes [ $\chi^2(df = 15) = 31.4, p = .002$ ]. Four or more postdoctoral publications are associated with the greatest likelihood of sustained posttraining publications; postdocs matriculating after the program changes were more than twice as likely to have four or more publications (55 vs 26 %).

Conclusions

Postdoctoral program changes designed to increase postdoctoral publication rates can be successful. Defining, for each postdoc, a minimal postdoctoral publication rate may be an appropriate component of individualized development plans.

**Database** SpringerLink

**9.Title** [A surprising discovery: five pedagogical skills outdoor and experiential educators might offer more mainstream educators in this time of change](#)

**Author** Sean Blenkinsop | John Telford | Marcus Morse

**Journal** Journal of Adventure Education and Outdoor Learning

**Abstract** This article draws from the experience of outdoor and experiential educators working in the context of a radical, long-term formal public education research project. One of the accidental findings from the research is that experienced outdoor educators may have particular pedagogical skills, likely honed by the contexts in which they work, that can be of use to mainstream educators trying to expand their pedagogical repertoire, teach outdoors or be more environmentally focused in their practices. The article begins by contextualising the Maple Ridge Environmental School Project, describing the researchers and methods and explaining how the research team came to their insights. A discussion follows of five pedagogical skills identified by the researchers that outdoor and experiential educators may possess which might be offered more clearly to classroom teachers and formal teacher training processes and/or be more clearly enunciated for those involved in formal and informal outdoor and experiential training contexts.

**Database** Taylor & Francis

**10.Title** [Student practices in copyright culture: accessing learning resources](#)

**Author** Laura Czerniewicz

**Journal** Learning, Media and Technology

**Abstract** Using Schatzki's practices framework as a lens, this paper reports on the practices of university students accessing learning resources at a research-intensive university in South Africa. Using a mixed-methods approach, 1001 survey responses and 6 focus groups were analysed to explore how students in three professional disciplines access learning resources, with the focus on digitally mediated piracy practices. The findings suggest a blurring between the legal and the illegal and indicate the normalcy of piracy practices, with nuanced distinctions and understandings manifest.

**Database** Taylor & Francis