

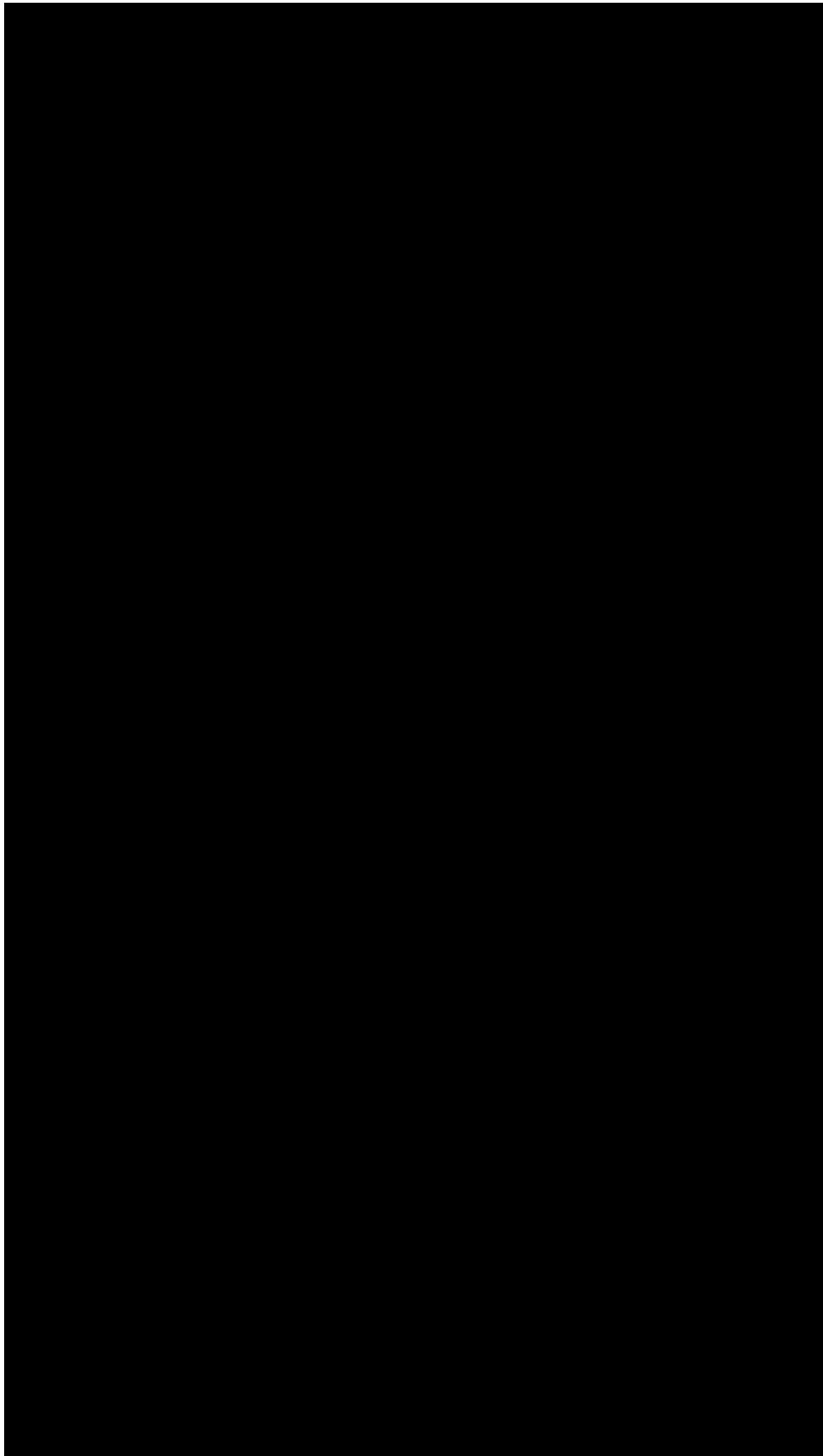


CEU EXECUTIVE MBA OPEN DAY

SHARING ECONOMY: THE FUTURE OF CONSUMPTION?

PROF. YUSAFAKBAR







CEU EXECUTIVE MBA OPEN DAY

SHARING ECONOMY: THE FUTURE OF CONSUMPTION?

PROF. YUSAFAKBAR



Prof. Yusaf Akbar

CEU Executive MBA Faculty Co-Director
& Associate Professor of Strategy

Published over 40 journal articles,
4 books and numerous contributions
to academic and professional research
in strategy and international business

Founding Editor of the *International/
Journal of Emerging Markets* and an
advisor to governmental authorities.

His consulting and professional
references include Citibank, Deutsche
Telekom, Siemens, Texas Instruments
and Toyota.



OPENING THOUGHTS

Since their original creation, **sharing platforms** have become increasingly **sophisticated**, complex marketplaces

OPENING THOUGHTS

A general trend towards enhanced role for platform owners away from mediating '**peer-to-peer' asset sharing**' towards more **active managing and provision of shared assets**

OPENING THOUGHTS

Sharing platforms represent both **rising threats to traditional firms** and sectors but also can be strategically leveraged to enhance the **competitiveness** of the same firms and sectors

KEY DRIVERS OF THE SHARING ECONOMY

Economic sharing is driven by five fundamental changes in the socio-economic structure:

1. Extended period of low economic growth in mature economies, accompanied by **increasing income inequality** in these same economies
2. Dramatic changes in technology, enabling economic exchange that previously was predicated on trust-based choices and high transaction costs
3. Emergence of millennial generation whose preference for access to economic goods takes increasing priority over ownership
4. Increasing number of **sectors no longer dependent upon physical scaling**, reducing marginal cost of production to zero
5. Shift from economy of scarcity to economy of abundance

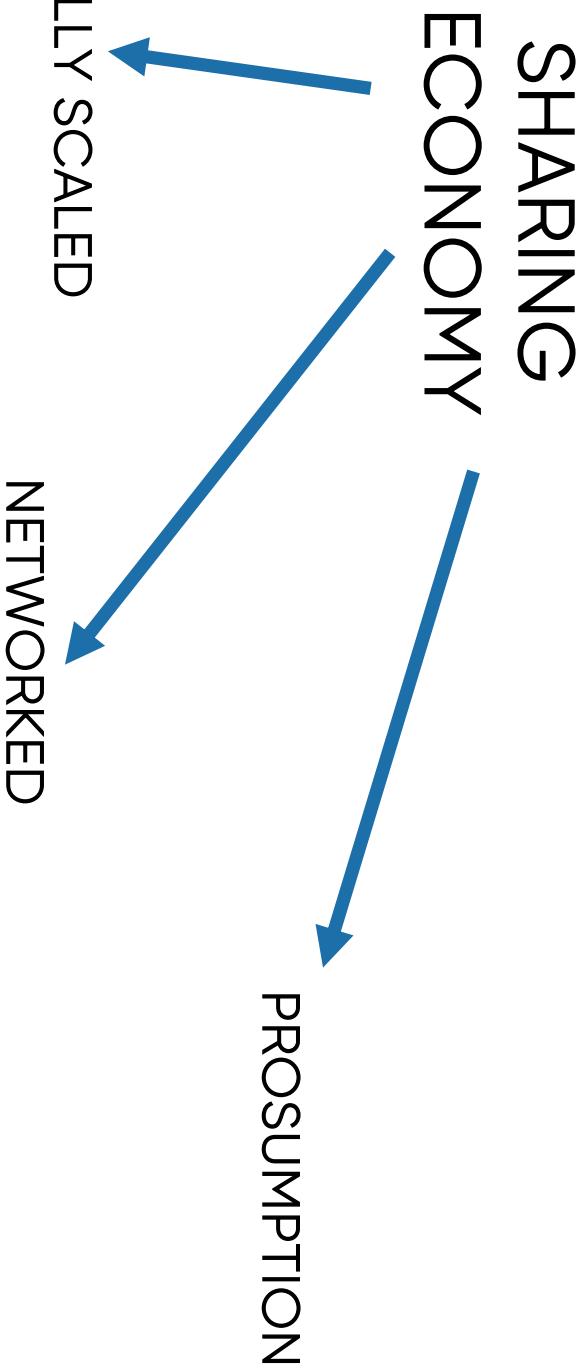
SHARING ECONOMY BY OTHER NAMES

- Access Economy
- Collaborative Economy
- On-Demand Economy
- Platform Economy



VALUE CREATION IN THE SHARING ECONOMY

10





Three Forces Shaping Consumption

SHARING ECONOMY GAME CHANGERS

The more efficient use
of underutilized assets

Increased focus on
built for purpose

Shift from

an economy of ownership
to an economy of access.



SHARING ECONOMY GAME CHANGERS

How this impacts strategy

Sharing Economy Component	Implications for strategy
Efficient use of underutilized assets	Longer cycle for product replacement/upgrade Smaller market size
Built for Purpose	Less demand for 'thrills' Greater emphasis on durability
Economy of Access	Value proposition (and revenue model) shifts from 'total cost of ownership' to 'total value of access'



Future of Strategy in the Sharing Economy

STRATEGY & THE SHARING ECONOMY

Key implications

	Conservative	Mid-range	Radical
Production/Supply Technology	Scale at the core, increasingly eco-system based	Slow death of scale, replaced with smart eco-systems	Neo-artisanal production; eco-system and feedstock centralized; everything else C2C
Monetization	Possible. B2B and B2C but with an increased emphasis on 'two-sided markets'	Tough but doable Control of the eco-system 'playground', allowing for access to developers and producers	Very hard. Shrinking number of places where people need to pay someone to produce
Sources of competitive advantage	IP, speed to market, brand, eco-system, collaboration	Eco-system, collaboration, shared IP and strategic agility	Competitive advantage does not exist
Organizational Form	Ambidextrous: scaling and innovating simultaneously	De-scaled, local yet globally networked	Atomized, peer-to-peer collaboration



Thanks!

Any questions?



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THOMAS LAMMEL, SENIOR PROGRAM MANAGER



THE PARADOX

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IOU!!

The business of the future: increasingly smarter, more digital and more shared

By **IOU!!** (Follow)

Jan 25, 2019 · 9 min read

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OPINION | INSIDE VIEW

Is an M.B.A. Still Worth It?

You'd gain some neat tricks and well-heeled friends, but the cost is prohibitive.

By **Andy Kessler**

Sept 22, 2019 4:27 pm ET

PIN AA TEXT

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Is an M.B.A. Still Worth It?

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PIN AA TEXT

"What year were you?" a Morgan Stanley colleague asked me years ago. "Huh? Year?" I replied. "What year at HBS?" H-B: what? "What year did you graduate from Harvard Business School?" Oh, I get it now. "I didn't go to HBS," I told him. "Actually, I don't have an M.B.A." After a long pause and a scratch-up face, he asked, "Well, then how the hell did you get a job here?" As I walked away, I inhaled under my breath, "Maybe I learned it."

Is getting an MBA worth the leap?

In **Andy Kessler**
Opinions | 2019-09-22 04:27 am (EST)

If an MBA is no longer worth it, what is?

In **Andy Kessler**
Opinions | 2019-09-22 04:27 am (EST)

digital transformation > network

IoT > AI > big data

agile strategy > product-as-service

industry convergence > ecosystems

learning culture > fearless > sustainable

ethics > purpose > inclusion > #metoo

civil society > business & geopolitics

populism > compliance > governance

LOCAL MBAs

Mostly local faculty

€25-45k tuition & exp.

International student body

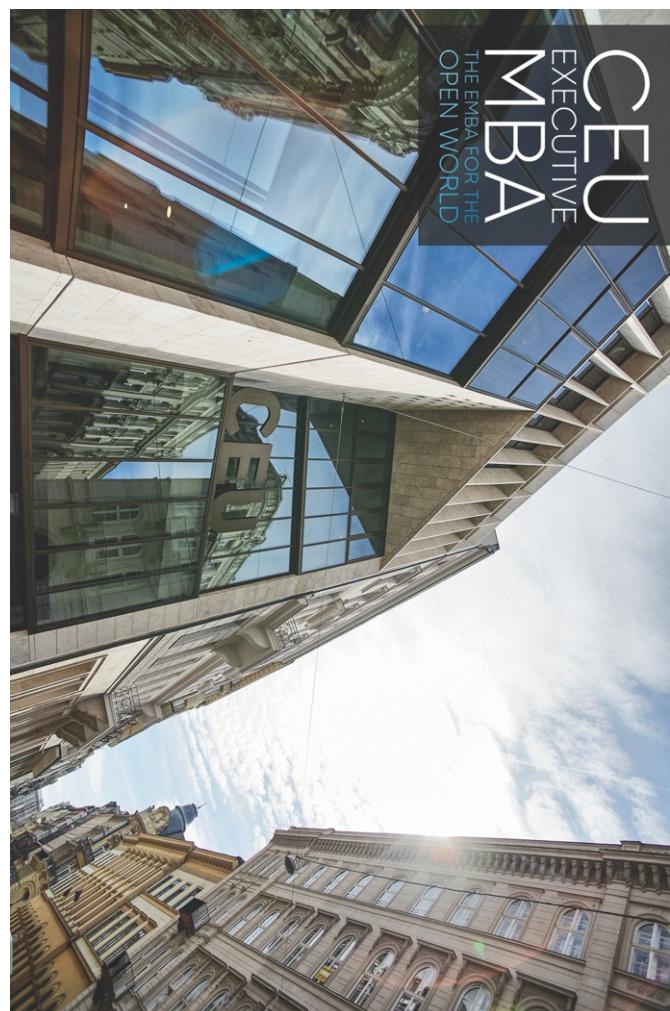
1 + year out of the job

Teaching based on mostly local / regional research

Campus experience

Global faculty with top credentials

Family relocation



LEADING B.S.

GET READY FOR THE DATA-DRIVEN FUTURE!

"Many artificial intelligence success stories leave managers skeptical.

The Data Module of **CEU Executive MBA**

will help you critically evaluate analytics products and distinguish snake oil from what you can truly leverage in your business."

PROF. MIKLOS KOREN

Big Data Analytics
PhD, Harvard

APPLY FOR CEU EXECUTIVE MBA!

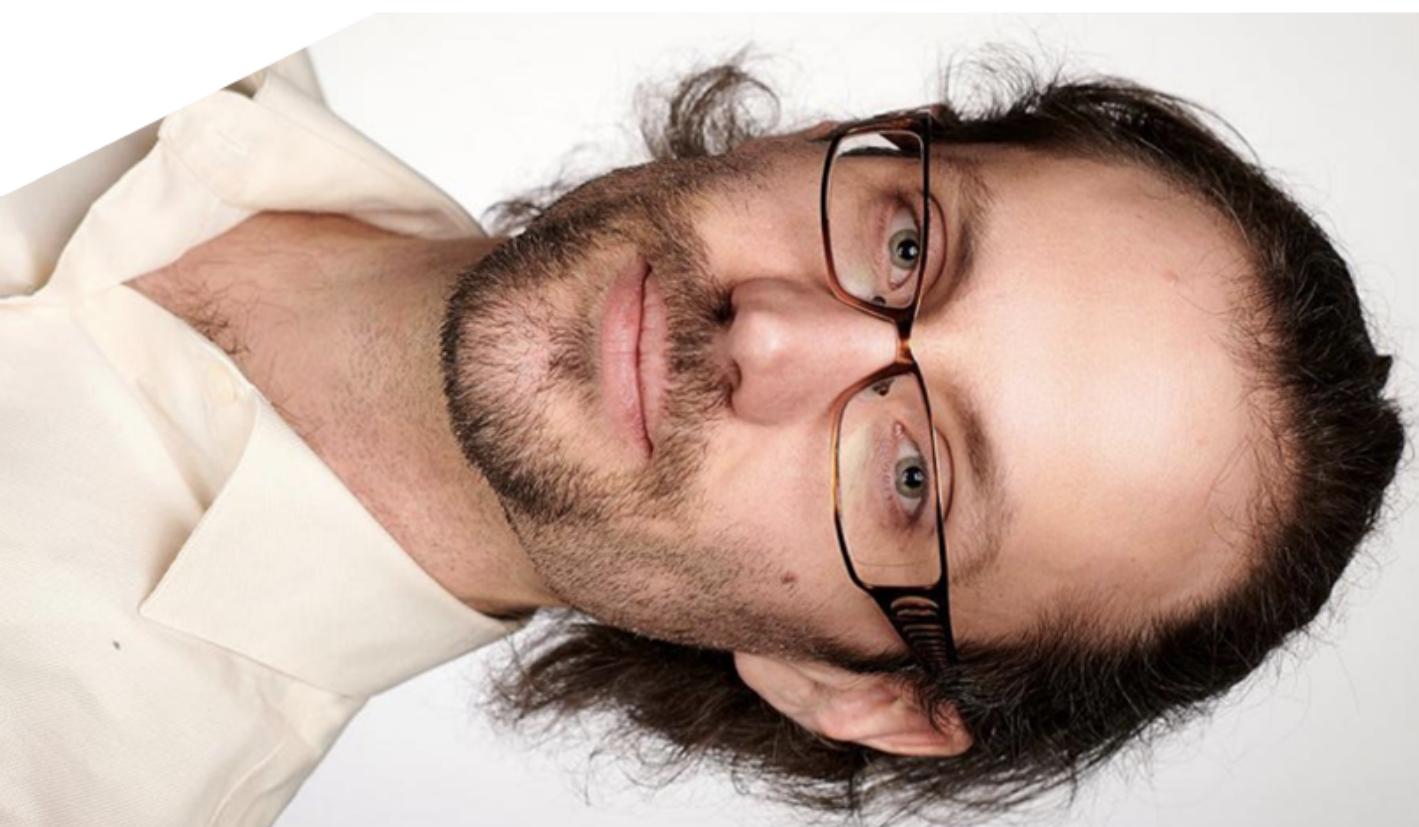
"From finance and marketing to strategy and big data, businesses rely more and more on rigorous and evidence-based models.

Theory is no longer the opposite of practice."



MARC KAUFMANN

Assistant Professor in Economics
PhD, Harvard; MMath, Cambridge



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*"We'll discuss
what rising inequality means
for businesses
& the global economy."*

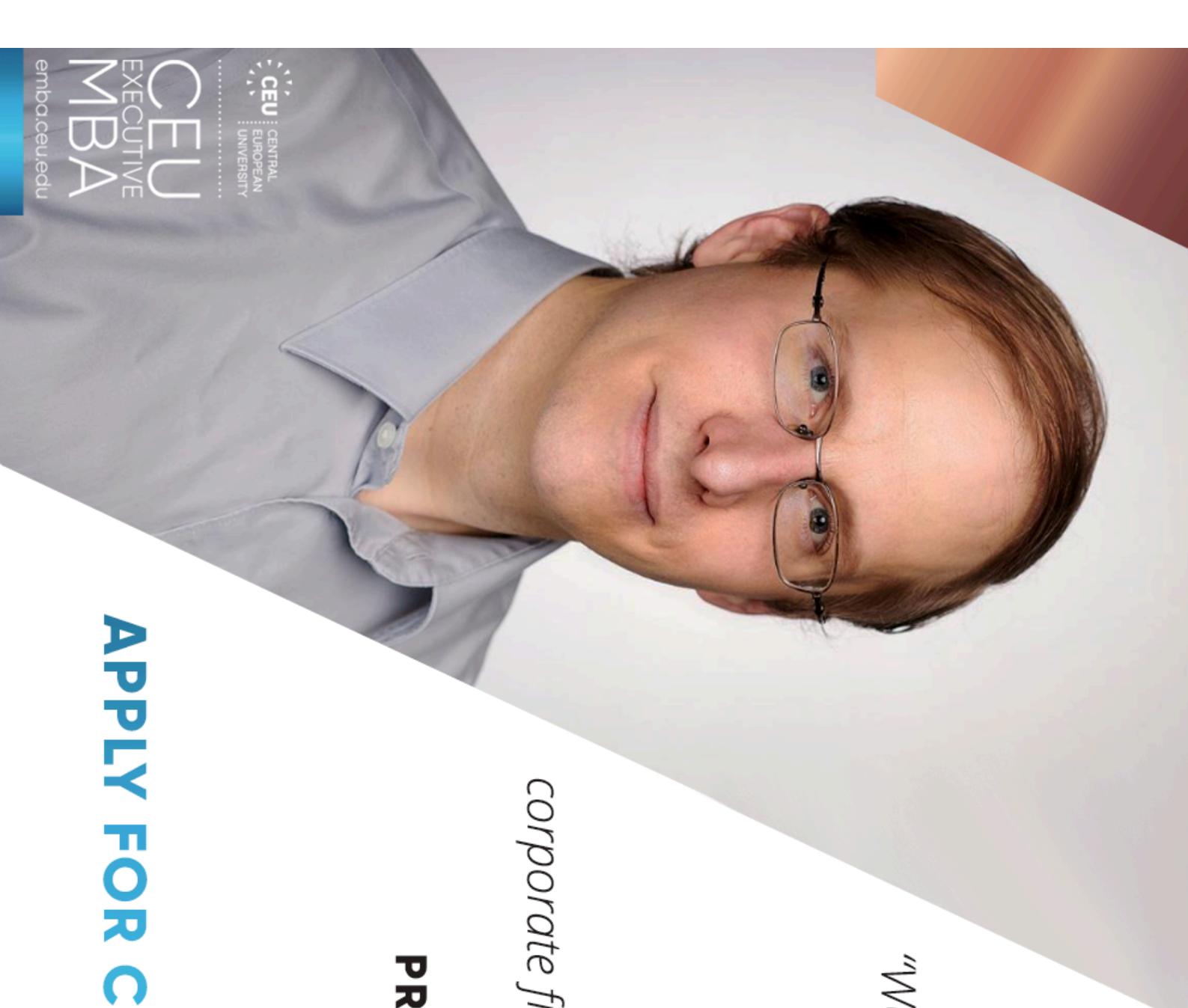
PROF. CAITLIN BROWN

Business & Society
PhD, Georgetown



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"We live in a very complex world.

My research aims

to help you understand

corporate financial decisions you make."

PROF. ADAM ZAWADOWSKI

Finance

Ph.D., Princeton

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PROF. MICHAEL LABELLE

Jean Monnet Chair in EU Energy Innovation Studies

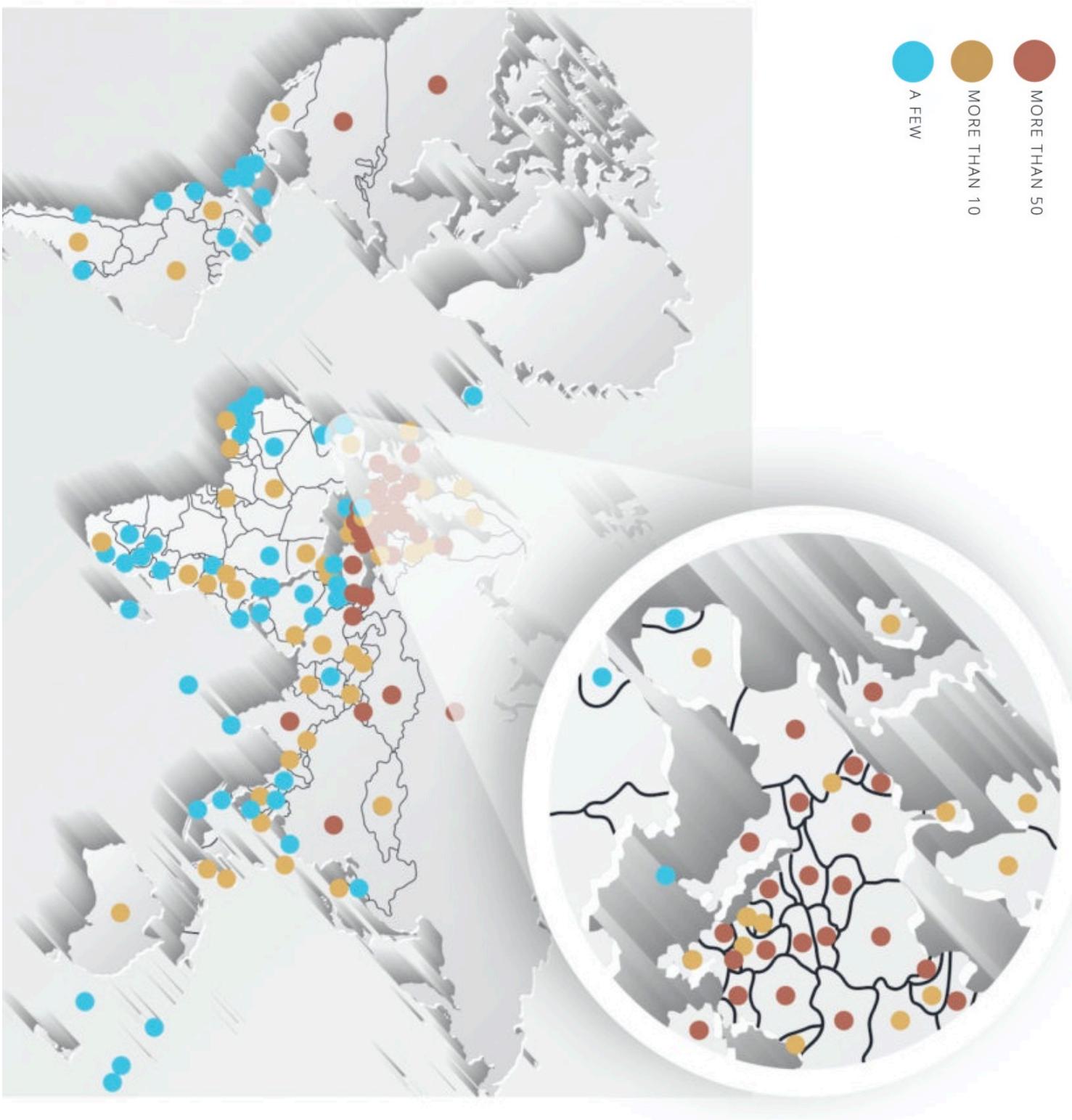
*"My focus is on renewables
and green transport.
I love bringing my research
into the classroom."*

SOME OF OUR VISITORS



- Prof. Christian Seelos, Innovation,
Stanford University
- Prof. Miklos Sarvary, Digital Marketing
Columbia University
- Prof. Paula Caproni, Leadership
Michigan Ross Business School
- Prof. Omar Hernandez, Operations
Berkeley Hass Business School





CEU ALUMNI AROUND THE WORLD

2020

2021

2022

VIENNA
MODULES

Data P2
IT for Executives

12 – 15 MAR, 2021

1 BIG PICTURE

Global Economy in 2030

8 Models

Control P1

Business Strategy P1

Nonmarket Strategy P1

25 APR – 3 MAY, 2020



4 BIG DATA & TECHNOLOGY MANAGEMENT

Operations Management
Global Supply Chain

12 – 15 MAR, 2022



5 STRATEGY

Business Strategy P2
Nonmarket Strategy P2

30 APR – 3 MAY, 2021



8 MANAGING OPERATIONS STRATEGICALLY

Operations Management
Global Supply Chain

12 – 15 MAR, 2022



**9 INNOVATION,
ENTREPRENEURSHIP &
NETWORK ECONOMY**

30 APR – 3 MAY, 2022



BUDAPEST
MODULES

CEU Leadership Program P1

Control P2

Data P1

Finance P1

Elective E1

15 – 23 AUG, 2020



2 FIRST SUMMER MODULE

CEU Leadership Program P1

Control P2

Data P1

Finance P1

Elective E1

15 – 23 AUG, 2020



6 SECOND SUMMER MODULE

CEU Leadership Program P2

Electives E2 - E5

14 – 22 AUG, 2021



10 THIRD SUMMER MODULE

CEU Leadership Program P3

Electives E6 – E9

Capstone: Open for Change

13 – 21 AUG, 2022



VIENNA
MODULES

3 FINANCE

Finance P2

**7 MARKETING &
CONSUMER BEHAVIOR**

OCT 30 – NOV 2, 2021

Corporate Finance &

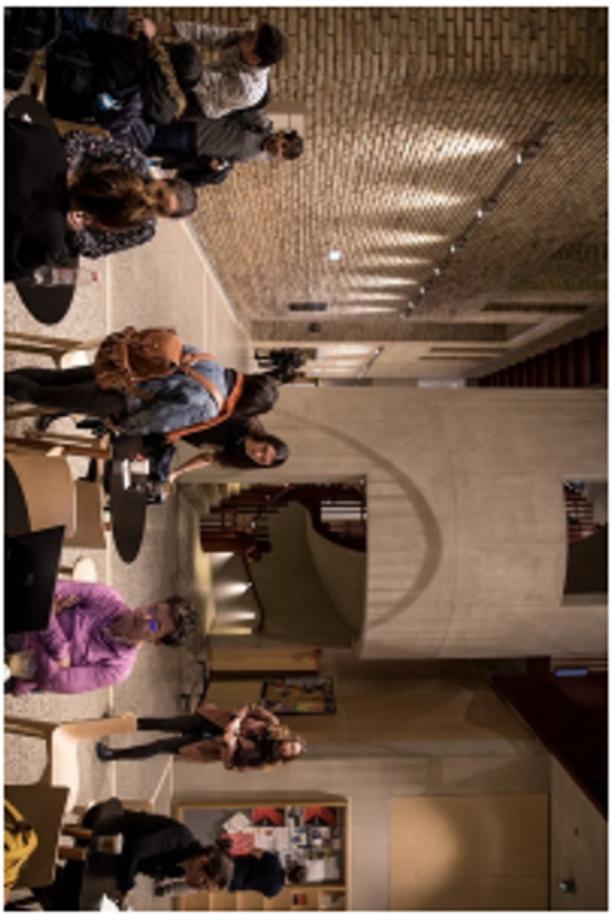
Risk Management

23 – 26 OCT 2020



The Latest: Soros Unveils \$1B University Plan, Blasts Trump

CEU: KEY FACTS



Founded in 1991 by George Soros

Mission to promote Open Society

Graduate students from 123 countries

Faculty from 50 countries

Alumni in 140+ countries

€460M endowment + €750M

additional contribution
after Lex CEU

Jan. 23, 2020

DAVOS, Switzerland — The Latest on the World Economic Forum
in Davos, Switzerland (all times local):

10:15 p.m.

Founding member

of the Open Society University Network
with seed funding of \$1B

George Soros says he's injecting \$1 billion into a new university network that the 89-year-old billionaire investor calls the "most important and most enduring project of my life."

"And I would like to see it realized while I am still around," he told journalists on the sidelines of the World Economic Forum in Davos, Switzerland.

C E U



EMBA for the Open World Environment

CEU Core Values

respect for knowledge
responsible intellectual inquiry

Open Society Principles

- tolerance
- skepticism towards
- dogmas and hierarchies
- respectful, rational discussion
- of ideas

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entrepreneurship.



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available

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CEU EXECUTIVE MBA FOR ME YAN SCHALL (MBA '18)





CEU EXECUTIVE MBA

Q&A Session

