

## Exam 1 – Student exam1\_student2

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### Question 1:

"Here in - we will mostly start start -ups (or emerging companies) and already consolidated entities, which will use well -known innovation models based on projects."

### Answer:

The sentence emphasizes that both nascent startups and mature firms deploy standardized, project-centric innovation approaches to manage risk and complexity. By adhering to established frameworks—such as stage-gate or lean project management—organizations streamline development and resource allocation. However, this reliance may reinforce existing biases and stifle breakthrough creativity if not complemented by more exploratory methods. Thus, firms should combine proven processes with dedicated innovation labs for disruptive ideas.

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### Question 2:

"Furthermore, the relevance of these enhanced capabilities makes it easier for such products to leverage and benefit from other networks."

### Answer:

As products integrate advanced features—often AI-driven—they become more interoperable and attractive to partner ecosystems. For instance, a platform with strong data analytics can seamlessly plug into payment networks or CRM systems, magnifying its reach. These synergies trigger indirect network effects, where each integration further enhances value for all users. Consequently, firms investing in modular, data-rich architectures capture compounding growth opportunities.

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Question 3:

"Furthermore, indirect network effects can incentivize the addition of complementary products or services (Church & Gandal, 1992; Church et al., 2008; Katz & Shapiro, 1992; Rochet & Tirole, 2003, 2006; Schilling, 2002)."

Answer:

Indirect effects arise when one user group's growth—say, device manufacturers—attracts another group—like app developers—thereby increasing overall platform utility. Classic examples include video game consoles and third-party game studios. As complements proliferate, the original ecosystem becomes stickier and more valuable. Firms that foster open developer communities thus amplify network effects beyond direct user connections.

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Question 4:

"In its virtual format today has great importance to the point that some risk in - cluso life to increase their virtual reputation."

Answer:

This awkward phrasing seems to convey that online reputation holds such weight that individuals and brands may take drastic steps—sometimes risking personal data or credibility—to boost their digital standing. Actions like clickbait or sensational posts illustrate this trade-off between fleeting attention and long-term trust. Firms must therefore balance aggressive engagement tactics with authenticity. Overemphasis on reputation metrics can undermine integrity and user loyalty.

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Question 5:

"Something similar happened with bank employees dedicated to counting tickets in the box: they ended up transforming financial and commercial advisors."

Answer:

Automation of mundane tasks—in this case, ticket counting—frees employees to perform higher-value advisory roles. As routine work is delegated to software, human capital shifts toward analysis, relationship management, and strategic planning. This transition exemplifies augmentative technology replacing manual labor while enhancing service quality. Companies that proactively reskill staff thereby secure competitive advantage in the digital economy.

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Question 6:

"Of course, it would be great to know - but we cannot, all the predictions that I heard, and based on which we will anticipate a great impact of a technology, are vain speculation."

Answer:

The author argues that many tech impact forecasts rest on shaky premises, since actual deployment, user behavior, and ecosystem responses are inherently unpredictable. Hype often outpaces rigorous validation, leading to disappointment when promised transformations fail to materialize. To mitigate this, organizations should run small-scale experiments, gather evidence, and iterate rather than chase every buzzword. Measured, data-driven adoption trumps speculative leaps.

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Question 7:

"The maximum exponent of this position would be monopoly or oligopoly, where it is the organization - and not the market - who controls the strategy, chooses price and offer."

Answer:

In highly concentrated markets—monopolies or oligopolies—a single firm (or few) can set prices, define features, and shape user expectations without competitive pressure. Such dominance often emerges from strong network effects and high switching costs. While profitable, regulatory authorities may intervene to preserve competition. Sustainable strategy thus balances scale-driven advantages with proactive compliance and openness initiatives.

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Question 8:

"Forbes, <https://www.forbes.com/sites/esade/2019/01/10/from-competing-on-analytics-to-companies-as-code/> Barro, S., & Davenport, T."

Answer:

This reference signals the shift from traditional analytics to “companies as code,” where business processes, decision logic, and customer interactions are embedded directly in software. Barro and Davenport show that firms capturing value through algorithmic management outperform peers. The conceptual leap reframes organizations as living codebases, continually iterated via data-driven feedback loops. Executives must therefore foster software fluency across all functions.

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Question 9:

"The new tools capable of improving texts and images with the generative the future appear to a future where the amplification will reach unimaginable levels."

Answer:

The claim is that generative AI tools—enhancing or creating content—will supercharge network amplification by proliferating user-generated material at scale. As quality improves, user engagement and viral loops intensify exponentially. Yet, unchecked growth risks misinformation, intellectual property issues, and platform overload. Responsible deployment requires guardrails around authenticity and ethical usage.

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Question 10:

"This model and its variants operate on four stages: a trigger, an action (like posting), a variable reward (likes or reposts), and an investment (time spent and reputation maintenance)."

Answer:

This outlines Nir Eyal's Hook Model for habit formation on digital platforms. Users receive prompts (triggers), engage (actions), enjoy unpredictable positive outcomes (variable rewards), and reinvest effort (investments). These loops drive sustained engagement and platform "stickiness." While powerful for retention, designers must weigh user well-being and avoid addictive patterns that erode trust.