

Exam 1 – Student exam1_student5

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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 states that both new ventures and established organizations tend to adopt existing, project-driven innovation frameworks—likely because these reduce complexity and proven outcomes. Using these models, such as Agile sprints or phase-gate methodologies, helps teams manage scope and stakeholder expectations. However, solely relying on established processes may curtail radical innovation. A hybrid approach that mixes proven methods with agile experimentation could unlock more transformative ideas.

Question 2:

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

Answer:

Enhanced product capabilities—often underpinned by richer data or AI—enable seamless integration into broader ecosystems, creating new partnership and distribution opportunities. For instance, an AI-powered recommendation engine can be embedded in multiple retail platforms. These integrations trigger indirect network effects whereby each additional connection adds mutual value. Strategic modular design and open APIs therefore become critical for sustained growth.

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 network effects occur when growth in one group—such as users—attracts another group—like developers or advertisers—because the platform’s installed base promises better returns. The cited literature shows that as complements proliferate, platform utility rises, creating a virtuous cycle. A classic example is app stores, where a large user base lures developers, which in turn attracts more users. Cultivating an open complement ecosystem is therefore a key competitive lever.

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 garbled passage appears to emphasize that online standing now carries such influence that people and brands take real-world risks—such as disclosing private information or staging controversies—to boost digital reputation. Practices like provocative social media stunts illustrate the tension between rapid attention gains and long-term credibility. Effective digital branding balances bold engagement with responsible trust-building.

Question 5:

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

Answer:

Here the author notes that repetitive clerical tasks—like ticket counting—were automated, enabling employees to transition into higher-value financial advisory roles. This mirrors the broader shift where technology displaces routine labor but enhances human judgment functions. By upskilling staff for consultative duties, organizations capture both efficiency and improved service quality. Ongoing training thus becomes a strategic imperative.

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 technology impact forecasts lack empirical grounding and often reflect hype rather than reality. As a result, firms chasing every emerging trend risk wasted investment when promised benefits fail to materialize. A disciplined approach uses small-scale experiments, measurable KPIs, and staged rollouts to validate real-world value. Data-driven learning thus replaces speculative leaps.

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:

This line explains that network-driven advantages and high entry barriers can lead to monopolistic or oligopolistic market structures, wherein dominant firms set product and pricing terms unilaterally. Although lucrative, such positions attract regulatory scrutiny and can stifle broader innovation. To maintain legitimacy, platform leaders should foster healthy competition, transparent governance, and interoperability standards.

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:

These references discuss the progression from traditional analytics to treating organizations as programmable entities—"companies as code." Barro and Davenport highlight how embedding data pipelines and algorithmic decision-making at the core drives efficiency and adaptability. The shift requires organizational capacity for continuous deployment and rigorous data governance. Leadership must thus cultivate a software-first culture.

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:

Generative AI tools that refine or generate content promise to exponentially accelerate information creation and distribution. As these tools improve, network effects intensify—viral loops expand rapidly across social and professional networks. However, this also magnifies risks like misinformation or creative dilution. Ethical frameworks and content provenance mechanisms are vital to sustain trust as scale grows.

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 describes the habit-forming “Hook Model” where products prompt users, solicit simple actions, deliver unpredictable positive feedback, and encourage further investment—reinforcing user engagement loops. Platforms leverage this cycle to build daily active use and loyalty. While beneficial for retention, product designers must ensure these mechanics do not foster unhealthy addictive behaviors. Incorporating ethical guardrails preserves user well-being.