

Syllabus: **MGx250: Technology Competition and Strategy, Jan-Mar 2020**

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Sessions 1-2.
Introduction, concepts,
vocabulary, fundamentals.

Sessions 3-4.
Building and Being a
Platform Business.

Sessions 5-7.
Platform Management -
Operations and Tactics

Sessions 8-10.
Application Day, + Platform
Competition & Policy

What are network
goods, platforms?
Transformative and
disruptive power -
evidence and
mechanism.

How are platforms
built? How do firms
become platforms?
(When) should you be
one? Why do
platforms fail or
succeed?

Platform monetization,
network mobilization,
matchmaking, content
provision, managing
ecosystem partners

Application day - build
and manage your own
platform. How do
platforms compete?
How should platforms
be regulated?

MGx250. Course Overview and Objectives

- This course gives you a framework for thinking about technology competition and strategy, and about a business revolution that we are in the middle of, a platform revolution. Platform-enabled marketplaces, and other Internet-based goods and products with digital components and network effects, produce over half the revenue for over half of the world's 100 largest companies (e.g., Apple, Facebook, Amazon, Google, American Express, Time Warner). Technology entrepreneurship is commonplace. But this class of goods has very different, almost weird, characteristics, with distinctive economic forces that affect supply (e.g., supply and cost structures), demand (e.g., how value is created) and markets (e.g., industry organization, alliances, and competition). Managing and responding to these forces requires distinctive competitive strategies. Conversely, strategic errors can be devastating. What are these forces? How do they impact market outcomes in technology industries? And how should firms shape their competitive strategy?
- The insights from this course are most relevant to information and technology goods (hardware, software, online information goods, Internet and telecommunications services, consumer electronics, entertainment and media products) and other industries that have digitization and network effects, such as health care, banking, services, biotechnology, transportation and energy. The course employs a mix of simple but rigorous analytical models, emerging theories, and plenty of real-world examples, cases and experiences.

- **Online Classes.** My limited experience with Zoom teaching highlights some practices that can help make the best of this difficult, remote-learning, environment: 1) sign in 5 min before class, 2) test your equipment (wifi connection, camera, mic, speakers, etc.), 3) be familiar with Zoom features such as screen-sharing, raising hand, indicating emotions (like, dislike, claps etc.), 4) have your mic off (except when speaking), camera on (so we can have real engagement), 5) be ready for class by doing all assigned prep, and 6) be ready to participate like you would in an in-person class.
- **Covid Accommodation.** This is a difficult time, filled with uncertainty and unexpected stresses. I understand that you may have unique circumstances that prevent you from following the above guidelines. If so, please let me and my TA know **in advance** so we can help you. Your safety, health, and well-being are important. UC Davis provides a **wide range of remote services** such as counseling, tutoring, academic advising, and community building and engagement for its students. If you feel like your performance in class is being impacted by circumstances outside of class, do not hesitate to let me know. I want to help you to the extent possible while meeting the learning objectives for this course.
- **Class Rules.**
 - inform me asap about any needs that affect your learning experience.
 - review syllabus and session details ahead of session 1, note any questions you have.
 - be in class on time. or early.
 - zoom: be familiar with all features, best to keep your camera on, and mic on mute (unless speaking).
 - do all listed pre-class work and submit it ahead of class meeting (due dates on Canvas).
 - never hesitate to ask questions or for help, in class or out (email professor or TA).
 - respect all rules of academic integrity in homeworks, exams, and all around.

- A big chunk of student coursework will be done within teams. This includes group homeworks, leading one case discussion (out of 1. WeChat, 2. Intuit, 3. Square, 4. PayPal.) while still preparing for all others, and working on an **application project**. These team assignments will be organized into “groups” – 4-5 groups in each section, labeled 1,2,3,4, 5.
- A team assignment works only when team members study the entire topic, then discuss and debate to form and describe the team’s position. It does not work well if you simply partition the tasks and sub-divide between the team members.
- Unless otherwise noted, submissions occur within Canvas under the corresponding assignment. and are due at noon, 2 days before corresponding class session. If have to submit a (PDF) file, name it 250-yourTeam-assignment-name.pdf (e.g., 250-D2-Square.pdf). If your submission has multiple files then please zip them up into a single archive, and name the file 250-yourTeam-assignment-name.zip.
- The usual honor codes of academic integrity apply. Work within your team, but do not collaborate with other teams or employ, without reference, material directly obtained from elsewhere.

Student Workload and Grading

Pre-course Assessment and Homeworks (Due 48 hours ahead of class date)

Assignments (along with Readings and Case writeups) are designed to get you prepared for class topics and discussion. Homeworks will be group assignments, graded primarily on effort.

Grading Principles

Everyone starts with a B. Maintain this grade by attending class, listening responsibly, making timely submissions, and putting in effort in assigned work. Shift lower by missing classes, being late on assignments, or being disruptive (e.g., being late) or distracting (e.g., using social media). Improve to B+ or A- through high quality on assigned work. Get to an A by demonstrating a high level of understanding, analysis, and insight regarding class topics.

Another way to think about grades: [A] A cause for celebration; [B] Be happy, this is pretty commendable; [C] See what happens if you don't follow instructions?; [D] Do you really want to go there?

Pre-Course Assessment	Homeworks	Case Writeups	Class Participation	In-Class Quizzes	Project
10%	20%	20%	20%	20%	10%

Class Sessions: Overview and Details

Sessions 1-2.
Introduction, concepts,
vocabulary, fundamentals.

What are network goods, platforms? Transformative and disruptive power - evidence and mechanism.

Sessions 3-4.
Building and Being a
Platform Business.

How are platforms built? How do firms become platforms? (When) should you be one? Why do platforms fail or succeed?

Sessions 5-7.
Platform Management -
Operations and Tactics

Platform monetization, network mobilization, matchmaking, content provision, managing ecosystem partners

Sessions 8-10.
Application Day, + Platform
Competition & Policy

Application day - build and manage your own platform. How do platforms compete? How should platforms be regulated?

The following pages describe, for each session, the learning objectives, readings, and other required preparation. Please come to class prepared to help your own learning and to facilitate others to learn.

Learning objectives and Session Plan

- introductions – getting to know each other, course, workload [50 min]
- What are technology goods? how are they different, transformational, and disruptive? Do they require distinctive competitive strategy and create notable market outcomes?
 - exercises 1–2–3 [50 min]
 - information goods [10 min]
 - network goods [15 min]
 - platforms [15 min]
- next steps [10 min]

Readings

- Hal R. Varian. “High Technology Industries and Market Structure”. In: *Federal Reserve Bank of Kansas City Proceedings* (2001). URL: <https://www.kansascityfed.org/Publicat/sympos/2001/papers/S02vari.pdf>.
- Marshall W Van Alstyne, Geoffrey G Parker, and Sangeet Paul Choudary. “Pipelines, platforms, and the new rules of strategy”. In: *Harvard business review* 94.4 (2016), pp. 54–62. URL: <https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=113934414&site=ehost-live>.
- <http://platformed.info/how-platforms-transform-traditional-industries/>

Learning objectives and Session Plan

- What are network effects (and types - direct vs indirect)? What economic elements are important in measuring and analyzing them? ex. 4 [50 min]
- How do network effects influence adoption decisions and market demand? [50 min]
- How do n.e. influence competitive strategy and when are they most relevant? [40 min]
- Next steps [10 min]

Readings

- Thomas Eisenmann. "Platform-Mediated Networks: Definitions and Core Concepts". In: *Harvard Business School* (2007), p. 1-8 (Networks) and Appendix B-C.
- Hemant K. Bhargava. "Platform technologies and network goods: insights on product launch and management". In: *Information Technology and Management* (2014). needs VPN, pp. 1-11. ISSN: 1385-951X. URL: <https://link.springer.com/article/10.1007/s10799-014-0188-y>, up to §2.2
- Hemant K. Bhargava - Monetization Tactics for Information and Network Goods (2020) - §1 and §4.1.
- Optional: Duncan Gilchrist, *A dummy's guide to network effects*, July 2016

Learning objectives and Session Plan

- Monetization challenges and tactics in dealing with heterogeneous consumers
 - Product and price differentiation, segmentation, versioning and bundling (for durables); one-time vs recurring revenues for consumables, ex. 5 [50 min]
 - Adapting tactics for information and network goods - *Square* case [80 min]
- project (Ex. 9) and next steps [20 min]

Readings

- Hemant K. Bhargava and Manish Gangwar. "Pricing Strategy for Service Start-ups: How to Employ Access and Usage Fee? [Research paper at <http://ssrn.com/abstract=3490946>"]". In: *Forbes India* (2017). URL: <http://www.forbesindia.com/article/isb/pricing-strategy-for-service-startups-how-to-employ-access-and-usage-fee/48097/1>
- Sarah E. Needleman. "From 'Call of Duty: Black Ops Cold War' to 'Fortnite,' Here's How Videogame Pricing Works". In: (Sept. 2020). URL: <https://search.proquest.com/newspapers/videogame-pricing-gets-more-complex/docview/2439556183/se-2?accountid=14505>
- Hemant K. Bhargava - Monetization Tactics for Information and Network Goods (2020).
- **Case discussion:** Sarit Markovich et al. "Hip to be Square: Disruption in the U.S. Mobile Payment Market". In: *Harvard Business School* (Feb. 2014).

Learning objectives and Session Plan

- What is the essence of platforms? What are the different types of platforms, when do they make sense, and how do they emerge? [50 min]
- What core functions or services should a platform internalize to remain vital to participants? Ex. 10 [50 min]
- What are the major building blocks of platforms? [40 min]
- next steps [10 min]

Readings

- Eisenmann, “Platform-Mediated Networks: Definitions and Core Concepts”, p. 8-23 (Platforms and Appendix A).
- Sangeet Paul Choudary, “The Core Interaction: What Platforms and Marketplaces can Learn from Super Mario Bros,” 2018. <https://platformed.info/the-core-interaction-platform/>
- Andrei Hagiu. “Strategic Decisions for Multisided Platforms”. In: *MIT Sloan Management Review* (Jan. 2014). URL: <https://sloanreview.mit.edu/article/strategic-decisions-for-multisided-platforms/>

Learning objectives

- Building a platform business - building multiple sides in sequence (**Guest Speaker: Tim Csonotos - TaxiMagic, Concur**) [50 min]
- How, why, and should, platforms emerge via transition from a traditional product business model? Intuit case [50 min]
- How to sequence multiple sides of a platform, and monetization? When might a big-bang tactic make sense? Ex. 12 [40 min]
- next steps [10 min]

Readings

- Daniel Edelman. "How to Launch Your Digital Platform: A Playbook for Strategists." In: *HBS Blog* 93 (4 Apr. 2015). URL: <https://search.ebscohost.com/%5C-login.aspx?direct=true%5C-&db=bth&AN=101711629&site=ehost-live>
- Thomas Eisenmann and Andrei Hagiu. "Staging Two-Sided Platforms". In: *Harvard Business School* (2007)
- Feng Zhu and Nathan Furr. "Products to Platforms: Making the Leap". In: *Harvard Business Review* 94 (4 Apr. 2016). URL: <https://search.ebscohost.com/%5C-login.aspx?direct=true&db=bth&AN=113934587&site=ehost-live>.
- **Case discussion:** Andrei Hagiu and Elizabeth J. Altman. "Intuit QuickBooks: From Product to Platform". In: *Harvard Business School* (Dec. 2013).

Learning objectives

- Alternative business models for platforms - ex. 13 [50 min]
- Tuning monetization tactics to address chicken-and-egg and growth vs. profitability dilemmas? (**Guest Speaker Shenba Chockalingham (Prepaze)**) [50 min]
- Monetizing interdependent networks or tech products? [40 min]
- next steps [10 min]

Readings

- Marshall W Van Alstyne, Geoffrey G Parker, and Sangeet Paul Choudary. "6 Reasons Platforms Fail". In: *Harvard Business Review* 31.6 (2016), pp. 2–6. URL: <https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=118685972&site=ehost-live>.
- Thomas Eisenmann, Geoffrey Parker, and Marshall van Alstyne. "Strategies for Two-Sided Markets". In: *Harvard Business Review* (Oct. 2006). URL: <https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=22316862&site=ehost-live>
- **Case discussion:** Thomas Eisenmann and Lauren Barley. "PayPal Merchant Services". In: *Harvard Business School* (Dec. 2007).

Learning objectives

- How should platforms manage (and motivate) the communities, complementors, or ecosystems that are vital to their own health? Ex. 11 [50 min]
- Ecosystem management at leading platforms (**Guest speakers: Sam Ramji / Bryan Kirschner (Google, DataStax, Microsoft)**) [50 min]
- When are platforms likely to compete against their own ecosystem partners, and what are the consequences? [40 min]
- next steps [10 min]

Readings

- Hemant K. Bhargava. "Ecosystem Management, Content Supply, and Revenue Sharing in Advertising-driven Platforms". In: *working paper* (Aug. 2020). URL: https://gsm.ucdavis.edu/sites/default/files/2020-10/ad_platform_economics-mgsci-2020-v1.pdf.
- David B Yoffie and Mary Kwak. "With friends like these: The art of managing complementors.". In: *Harvard business review* 84.9 (2006), pp. 88–98. URL: <https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=21882969&site=ehost-live>.

learning objectives and session plan

- Strategic choices - exclusivity, openness (platform envelopment), interoperability - **Guest speakers: Cary Tilds, Jon Troughton (FramePlay)** [50 min]
- Dealing with threats of platform envelopment, creating platform defense and lock-in - Ex. 14.
- Project work and analysis. [40 min]
- next steps [10 min]

learning objectives and session plan

- what is the evidence of platform dominance? - Ex. 8 [50 min]
- Building platform power through ecosystem strategy **Guest speaker: Darin Laframboise (Auth0, Facebook, Atlassian)** [50 min]
- what factors explain the sudden dominance of platforms? why now? - Ex. 7 [40 min]
- next steps [10 min]

Readings

- **Did You Experience the Platform Economy Today?** Hemant K. Bhargava, June 2018
- **App Store and Google are monopolies**

Learning objectives

- How should platforms be regulated, and is the classic lens (abuse of monopoly power against competitors or against consumers) effective and appropriate?
- How can platforms tread the line of fierce competitive strategy without crossing into violation of competition policy?
- How should different types of platforms organize their data strategy to align with broader business objectives?
- Project presentations.

Readings

- Hemant K Bhargava, David S Evans, and Deepa Mani. "The Move to Smart Mobile and Its Implications for Antitrust Analysis of Online Markets". In: *Business Law Journal* (Jan. 2016). URL: <https://blj.ucdavis.edu/archives/vol-16-no-2/BLJ-16.2-Bhargava-Evans-Mani.pdf>.
- Hemant K Bhargava et al. "Platform Data Strategy". In: *Marketing Letters* (forthcoming) (Aug. 2020). URL: <https://link.springer.com/article/10.1007/s11002-020-09539-3>.

Session 8 is an “application day” where you apply the abstract ideas, concepts and methods onto a concrete platform business problem. Here are 4 sample project ideas (for Teams 1...4) - defined in terms of the pain points they would address - but we can jointly revise these within the first 2 weeks. The business should be impactful, successful, and financially sustainable. Cover issues of product design, launch, data policy, pricing, network mobilization, costs etc.

1. Bike-Tracing service: dozens of bicycles get stolen every month in Davis. Use technology and platform thinking to create quick and effective trace on stolen bikes.
2. UC Davis “free lance” service: campus units frequently need short-term help on tasks that need specific skills, but external contracting is extremely slow and burdensome. Build a matchmaking system that can leverage internal campus resources for such task opportunities.
3. Food Waste Management service: every day tons of food (raw, cooked, packaged) gets wasted in Davis due to excess supply, while at the same time thousands of people are short of food or money for healthy food. Solve this problem with a web platform (covers discovery, matching, routing etc.).
4. Healthy Davis: barriers to fitness and healthy living include access to facilities, but also lack of motivation, expertise, equipment, fitness partners, social groups etc. Design a solution that leverages network effects, communities and other platform features to promote health and fitness within the Davis community.

Note: These are suggested projects. I welcome suggestions for an alternate project that your team can do in a timely manner.

Exercises by Session

1. Ex 1-3
2. Ex 4
3. Ex 5, 9; Square case
4. Ex 10
5. Ex 12; Intuit case
6. Ex 13; PayPal case
7. Ex 11
8. Ex 14
9. Ex 7, 8
10. Project

(Note: Ex 9-14 are Project Milestones)

Individual Effort

1. What's the essence of a "traditional" business (company/organization, such as Ford, Ikea, Kraft Foods) ... what is it's purpose, how does it achieve it? Write this out in 25–50 words (e.g., "Make something that others value; create value in society"). Then answer the same question for a "platform" business (such as Airbnb, eBay, YouTube, CreditKarma).
2. **Business analysis:** Pick a common product (e.g., bicycle, bed, water bottle, ear buds, etc.), pick a specific brand/item to make the analysis concrete, then evaluate as a consumer,
 - what is it worth to you?
 - what aspects of the good make it valuable to you? (hint: think about variation in what features will change how much it is worth to you?)
 - who **sets** or contributes these features or their quality levels?
 - generally, how does the product quality (i.e., its worth to you) change over time and with use?
 - what is the flow of businesses involved in getting this product to you?

As an example: if I picked a "wrench", then my answers might be: a) \$15, b) grip, reliability, versatility, c) manufacturer, d) wrench designer + (Raw materials suppliers → Steel makers, grip makers) → manufacturer → distributor → retailer → me. Materials or value flows from left to right, payment flows from right to left.

3. **Business analysis for a platform/network good:** Repeat the analysis you performed in exercise 2, except this time pick one of these: Waze, YouTube, SnapChat, Tik Tok, Amazon, iPhone+iOS+AppStore (or, Android-Play Store), Airbnb, Uber

Group Exercises

4. For each company/product in your group's list (see below), identify any standalone benefit or intrinsic value in the product. Then, if there are direct and/or cross-sided network effects, a) explain which kind, b) what is the network(s) that define the network benefit, c) how the network contributes to value, and d) what the platform or company can do in order to amplify the network benefit. Odd-numbered groups: Nextdoor, Atlassian, eBay, Salesforce, iOS. Even-numbered groups : Venmo, PatientsLikeMe, Uber, Slack, Android. Be precise in answering, and provide your short responses in the form of a table like below.

Company, Standalone Benefit	Type of Network Benefit	The Network(s)	How the network enables value	How to intensify it
Dropbox (File Storage)	Direct	Users	Sharing files among users	Good search capabilities, good UI for setting sharing privileges, file editing Good authentication and access methods
	Cross-side	(Users, Connected Tools)	Direct import/export from tool (eg PDF writer) into Dropbox	
...				

5. **Monetization tactics:** Using one or more company as an example (Ford, Ikea, Kraft Foods, Boeing), explain how they use each of these tactics to better monetize the market they serve, i.e., to extract higher prices from buyers: a) bundling, b) vertical product differentiation (versioning), c) horizontal product versioning, and d) recurring revenues.
6. DROPPED

7. 1) Plot the operating margin (%) and ROA (return on asset %) for two of these companies (Apple, Facebook, Google/Alphabet, Microsoft, Netflix, Amazon, eBay) over the past 20-30 years (or the life of the company, whichever is smaller). 2) Plot revenue, total operating expense, and research & development expense, for the company. Then 3) repeat this exercise for two of these companies (General Motors, Chevron, Pfizer, Proctor & Gamble, Citibank, IKEA, Boeing), and 4) Write half to 1 page summarizing what insights you get from the comparison. To build the plots, you can go to a website like <https://www.gurufocus.com/financials/XYZ> where “XYZ” is the ticker symbol of the company (just Google this to get the symbol) and pick the right metrics and time period. You can also try [macrotrends.com](https://www.macrotrends.net/stocks/charts/AAPL/apple/revenue) (e.g., <https://www.macrotrends.net/stocks/charts/AAPL/apple/revenue>).
8. **Platform power:** Identify the top 10 firms in terms of “market capitalization” now, and 10 and 20 years ago (find and use a suitable source, see e.g., https://en.wikipedia.org/wiki/List_of_public_corporations_by_market_capitalization). Classify these firms by industry sector (e.g., telecom, banking, oil and gas, computers). Present this data in a compelling and clear visual manner, ideally which demonstrates the changes across these 20 years.

Project Milestone Exercises (Group)

9. **Project Plan:** Develop a platform project idea as discussed in Session 2 (pick something comparable in scope to the examples given). Write a 1-page proposal. Define the platform in terms of the pain points it would address. The proposed business should have potential to be impactful, successful, and financially sustainable. The application work will cover platform definition, and issues of product design, launch, pricing, costs, etc.
10. **Core interaction:** Identify core value unit(s) and interaction(s) for your project, the sides of your platform (who is the consumer/producer? how do they consume/produce? how is quality determined?). Discuss what tools and services the platform should provide to support these sides (creation/consumption/customization, and also discovering, filtering and matching). 1-2 pages, use visuals to explain.
11. **Platform community:** From your platform's perspective, what are the communities, and among these are they "givers" or "takers"? For a "giver" community that helps make the platform valuable to its users, what are the challenges in making this community "work for" the platform? What actions or techniques does/should the platform employ to motivate and manage the community? Hint: think about how these platforms do it – Waze, eBay, AWS, Tik Tok, Uber, Airbnb. (1 page write-up, use visual illustration.)
12. **Platform roadmap:** Identify how you would populate the sides of your platform (all in parallel, or in what sequence?). Explain how this maps to the *structure* of the value that your platform offers to its participants. 1-2 pages, based on analysis of the following questions.

- What value do platform participants (on each side) obtain from the platform? What time-linked factor does this value depend on?
- What cost do participants incur or perceive? (price + “bio-cost”)
- What do you offer, such that to a potential adopter, at the time of joining, $value > cost$?
- How do you signal relevant network size to a potential adopter?
- What other tactics might you employ to get sufficient number of early adopters?

13. Platform monetization and business models:

- How will your platform make money (exceeding its costs)? What will you charge for? Who will you charge? When will you start charging?
- Are there negative consequences that monetization will have on growth? How will you ensure that the net result is positive?
- What other alternative business models did you consider? (What are your 2nd and 3rd ranked models?)

14. Platform competition:

- While building and launching your platform, what are the biggest competitive threats and how will you deal with them?
- Will you, and how will you, create lock-in effects within your platform network so that you can fend off competitors, and particularly prevent leakage of the “subsidy” side of your platform?

Case Discussion (Group)

15. Writeup for Square case

The *Hip to be Square* case provides an interesting setting to develop, compare and learn about alternative ways to price digital goods across time.

16. Writeup for Paypal case

The *PayPal* case provides lessons regarding network mobilization when there are multiple sides to the market, staging and sequencing in network formation, and how to coordinate monetization across the two sides of the platform.

17. Writeup for Intuit case

The *Intuit* case is a great example of how a “traditional” firm can employ platform thinking in its business, both to improve the core business and to extend out to new categories.

Case Discussion: Hip to be Square

Square gave away the card reader free, with a use-fee ($\$0.15 + 2.75\%$ of transaction amount) for transactions processed by the reader. Think of the likely Square user base, the nature of heterogeneity among users, the fixed and variable costs to Square, Square's existing competitors (their products, prices, and target segments), and also consider customer acquisition, retention, lock-in, and value of data.

Lead Group

1. Analyze the merits of each part of Square's pricing (the \$0 for card; the \$0.15 per-transaction fixed fee; and the 2.75% rate) – why these levels? what if you increase one and reduce the other? etc.
2. Similarly analyze Square Cash pricing (\$0 up to \$2,500 per week; 2.75% rate for larger business accounts).
3. Suppose, if B merchants had the Square Reader, that Be^{-bp} (with $b = 2$) would use it if Square charged p (e.g., 0.025) for every \$ run through the reader (which costs Square $c = \$0.02$ in back-end costs), generating average (annual) transaction volume $T = \$20,000$ per merchant. Then, what is the optimal value of p to maximize Square's profit?
4. If Square sold the reader at price p_H , suppose it could attract $M_H = Me^{-ap_H}$ (assuming they find the usage terms also attractive) where $a = 0.01$ and $M = 10$ million is the potential target market. What is the optimal p_H – just in the Reader market, and if you factor in the market for transactions?

All Other Groups

1. Summarize Square's product range from 2009 onwards (what products were introduced, when). Which of these are characterized by substantial network effects (and if so explain the network effects)?
2. Visualize Square's business performance in terms of users, activity, revenue, etc.
3. If Square could monetize merchant data (i.e., earn v per merchant) how would it affect Square's pricing of the Reader and other products?

TBD

TBD

University Guidelines and Information

Academic Integrity: All students are governed by the Univ. of California's standards of ethical conduct for students. These sections set forth the responsibilities of students and faculty to maintain a spirit of academic honesty and integrity. You were given this code of conduct with explicit explanations of violations (e.g. plagiarism, cheating, unauthorized collaboration, etc.) and your responsibilities in regard to them during orientation, and you signed a statement affirming that you understand it. It is essential that you are aware of this code of conduct and the disciplinary actions that may be taken in the event of a violation. A copy of the Code of Academic Conduct may be found in your student handbook or at <https://ossja.ucdavis.edu/code-academic-conduct>. If you are uncertain about what constitutes an academic conduct violation, please refer to the code linked above, contact your instructor, or refer to the Office of Student Judicial Affairs.

Principles of Community: All participants in the course, instructor and students, are expected to follow the UC Davis Principles of Community, which includes affirmation of the right of freedom of expression, and rejection of discrimination. The right to express points-of-view without fear of retaliation or censorship is a cornerstone of academic freedom. A diversity of opinions with respectful disagreement and informed debate enriches learning. However, in this course, any expression or disagreement should adhere to the obligations we have toward each other to build and maintain a climate of mutual respect and caring.

Statement on Accommodation: UC Davis is committed to educational equity in the academic setting, and in serving a diverse student body. All students who are interested in learning about how disabilities are accommodated can visit the Student Disability Center (SDC). If you are a student who requires academic accommodations, please contact the SDC directly at sdcc@ucdavis.edu or 530-752-3184. If you receive an SDC Letter of Accommodation, submit it to your instructor for each course as soon as possible, at least within the first two weeks of a course.

Safety and Emergency Preparedness: UC Davis has many resources to help in case of emergency or crisis. While reviewing campus Emergency Information, you may want to register for UC Davis Warn Me and Aggie Alert, which will give you timely information and instructions about emergencies and situations on campus that affect your safety. If there is an emergency in the classroom or in non-Davis locations, follow the instructions of your instructor.