

contents

<i>Preface</i>	ix
<i>Origins</i>	xi
Part I Introduction	1
1 Value Innovation through Business Webs	3
The MP3 Story	3
Driving Forces of the Digital Economy	5
Disaggregation and Reaggregation of the Firm	7
Popular Approaches to Business-Model Innovation	13
What Is a B-Web?	17
B-Web Corollaries	22
Digital Capital	26
B-Web Taxonomy	28
Part II The New Models of Wealth Creation	37
2 Agoras	39
The Inner Life of Agoras	39
An Agora in Your Future	47
Elements of Agora B-Web Design	50
Digital Business Models	56
Key Success Factors	64
Leader's Guide to Agoras	65
3 Aggregations	67
The Digital Grocer	67
What Do Aggregations Do?	73

	Aggregations: Death (and Life) of a Salesman	77
	Strategic Points of Leverage	78
	Organization	81
	Engage Customers to Create Value	88
	Key Success Factors	90
	Leader's Guide to Aggregations	91
4	Value Chains	93
	Cisco: The Quintessential B-Web Leader	93
	Value Chains Defined	95
	The Crisis of Industrial-Age Value Chains	98
	Transforming Value Chains	99
	Points of Leverage	102
	Value-Chain Technology: Digital Spinning Wheel	112
	Key Success Factors	116
	Leader's Guide to Value Chains	118
5	Alliances	119
	The Open-Source Phenomenon	119
	The Power of Alliances	121
	Capturing Value from Alliance B-Webs	124
	Gift Economies: The Golden Rule	130
	Types of Alliances	134
	Key Success Factors	139
	Leader's Guide to Alliances	140
6	Distributive Networks	143
	Networks in Your Life	143
	Distributive Networks Defined	145
	Industrial-Age Dinosaurs?	146
	Distributive Network Effects	150
	Digital Distributive Networks	152
	B-Web Enablers	162
	Key Success Factors	163
	Leader's Guide to Distributive Networks	164
Part III	The Human and Relationship Elements of Digital Capital	167
7	People: The Human Capital in the Business Web	169
	The Molecularization of Human Capital	171

	The Inter-Enterprise Human Resource	174
	B-Web Culture: Nine Imperatives	175
8	Marketing: Relationship Capital in the Web	189
	The Demise of the Four P's	190
	The Rise of Relationship Capital	192
	Power to the People?	193
	The New Practice of Marketing	195
	The New Marketing: Eight Imperatives	199
Part IV	Strategies for Business Webs	207
9	How Do You Weave a B-Web?	209
	Step 1: Describe the Current Value Proposition	211
	Step 2: Disaggregate	213
	Step 3: Envision B-Web-Enabled Value	218
	Step 4: Reaggregate	221
	Step 5: Prepare a Value Map	223
	Step 6: Do the B-Web Mix	225
	Main Messages	228
10	Harvesting Digital Capital	231
	Focus on Value	232
	Redefine the Boundaries of the Firm	233
	Business Models Patents: Yes or No?	241
	Digital Capital Begets Market Capital	243
	The Power of B-Webs	247
	<i>Notes</i>	249
	<i>Index</i>	259
	<i>About the Authors</i>	271