

**COURSE NUMBER:** UGBA 190t6

**SEMESTER:** Fall 2024

**COURSE TITLE:** Strategy for the Networked Economy

**UNITS OF CREDIT:** 2 units (15 weeks x 2 hours)

**INSTRUCTOR:** [Jon Metzler](#)

**E-MAIL ADDRESS:** jon dot metzler at berkeley dot edu

**MEETING DAY(S)/TIME:** Tuesdays, 2-4pm, in-person.

**COURSE DESCRIPTION:** I have taught this course for 10 years at the MBA level. I also taught it as Strategy for the IT Firm at the UGBA level from 2016-2019. Network effects - acquiring and retaining customers, solving chicken and egg problems - will be a consistent theme throughout the course. We will not just look at attackers (disrupters) but also take the perspective of market incumbents. We will also look at the cadence of innovation cycles in the networked economy, and opportunities and risks within them.

**CLASS FORMAT:** Interactive blend of cases, readings, instructor material, guest speakers and co-discovery. We will discuss cases in streaming (video and audio); communications (network operators, handset makers, developers); semiconductors; automotive; apparel; gaming and more.

**READINGS AND RESOURCES:** We will use readings from authors such as Andrew Chen (*The Cold Start Problem*); Cusumano, Gawer and Yoffie (*The Business of Platforms*); Christensen (*The Innovator's Dilemma*); and Collis and Montgomery (*Competing on Resources*).

**HELPFUL EXPOSURE:** Familiarity with microeconomics concepts (e.g. lock-in, network effects); managerial accounting; and marketing concepts (customer acquisition funnels, retention, virality, churn and customer LTV) will be helpful.

**INSTRUCTOR PROFILE:** [Jon Metzler](#) has taught at Berkeley Haas since 2014. He teaches in the MBA and undergraduate programs. He is also associated faculty for the UC Berkeley Center for Japanese Studies, and the Berkeley APEC Study Center. He is a faculty advisor to the Berkeley Risk and Security Lab. In 2020 [he released a white paper](#) on *Security Implications of 5G Networks*. He is currently working on a sequel report, on Open RAN infrastructure. Jon has new venture experience in print, digital media, events, location services, wireless infrastructure, edtech, consulting services and more. He is a mentor at Berkeley SkyDeck. Jon is a graduate of the University of California, Berkeley MBA/MA-Asian Studies program. Jon keeps a newsletter at <https://jonmetzler.substack.com/>