Duality in Business

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“One thing is that I can live with doubt and uncertainty and not knowing. I think it’s much more interesting to live not knowing than to have answers which might be wrong. I have approximate answers and possible beliefs, in different degrees of certainty, about different things.”
http://www.sciencedaily.com/releases/2015/03/150302104731.htm; credit: Fabrizio Carbone/EPFL
dual·i·ty
/d(y)oʊˈalədē/

noun
noun: duality; plural noun: dualities

1. the quality or condition of being dual.
   “the novel’s deep duality about human motive”

• MATHEMATICS
  the property of two theorems, expressions, etc., being dual to each other.

• PHYSICS
  the quantum-mechanical property of being regardable as both a wave and particle.

2. an instance of opposition or contrast between two concepts or two aspects of something; a dualism.
   “the photographs capitalize on the dualities of light and dark, stillness and movement”
二元 / 二元
两面 / 兩面
阴阳 / 陰陽
对偶 / 對偶
双重 / 雙重
The movie studios saw the rise of TV in the 1950s as a serious competitive threat

Jack Warner decreed that no TV set be shown in any of his movies

MGM banned the use of the word “television” in their scripts

The studios also responded by introducing Cinerama and CinemaScope
The famous MCA agent Lew Wasserman realized that TV was a fresh venue for his clients

He also saw that it was a potential partner --- in fact, customer --- for the studios

While the studios hesitated to supply the TV networks, he started buying up film libraries

Finally, in 1962, MCA bought Universal
Competition ... or Cooperation
Competitors

Customers

The Enterprise

Complementors

Suppliers
Trade-off ... or Trade-on
Willingness-to-pay

Supplier cost
My Mind ... or Your Mind
3. Predict the subsequent behavior of other players, by asking how one might oneself subsequently act in their positions and then adjusting these predictions to take into account how one thinks their mental states (intentions, desires, knowledge, and beliefs) differs from one’s own.

1. Collect historical information about the particular context being studied.

2. Collect data, based on various inputs, about the current behavior of the other players.
The Normal Distribution ... or Another Distribution
Mean

Heavy-Tailed Distribution (Cauchy)

Normal Distribution

High peak

Slim shoulders

Large tails

Mean

Weakness ... or Strength
Perception

Self:

Strength

Weakness

Reality

Strength

Weakness

Other:

Strength

Weakness

Reality

Threat

Opportunity

Threat

Opportunity

Self:

Perception

Strength

Weakness

Reality

Strength

Weakness

Other:

Strength

Weakness

Reality

Threat

Opportunity

Threat

Opportunity

Brandenburger A., “Weakness ... or Strength,” course note, 01/20/15
From core competencies to core rigidities
– Dorothy Leonard-Barton
Business strategist

Disruptive innovation hypothesis
– Clay Christensen
Business strategist
The Arab Revolt in WWI
— T.E. Lawrence
British military strategist

The Battle of Red Cliffs
— Huang Gai
Chinese military strategist