

Duality in Business

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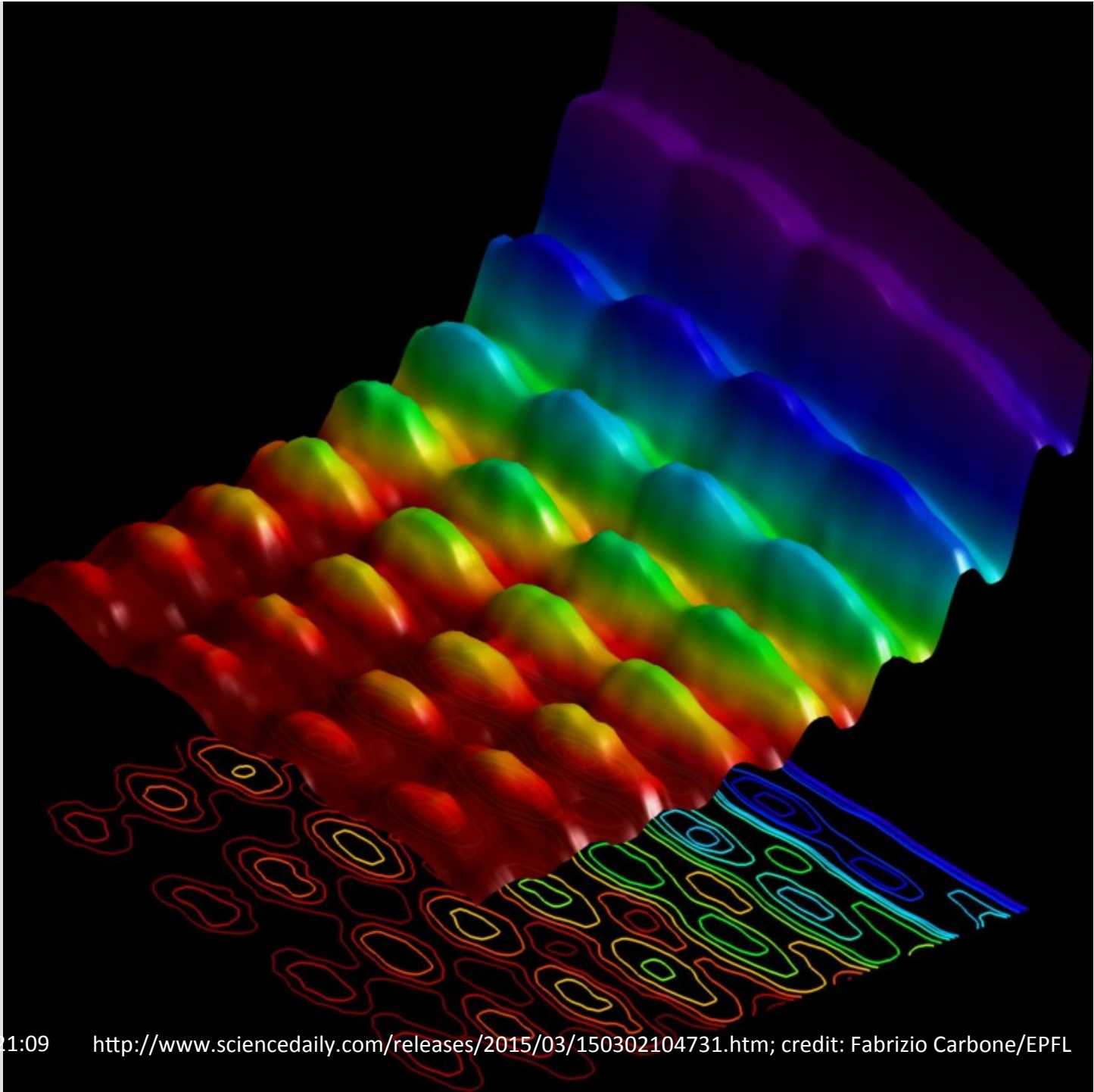
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“One thing is that I can live with doubt and uncertainty and not knowing. I think it’s much more interesting to live not knowing than to have answers which might be wrong. I have approximate answers and possible beliefs, in different degrees of certainty, about different things.”



du·al·i·ty

/d(y)ōō' alədē/

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

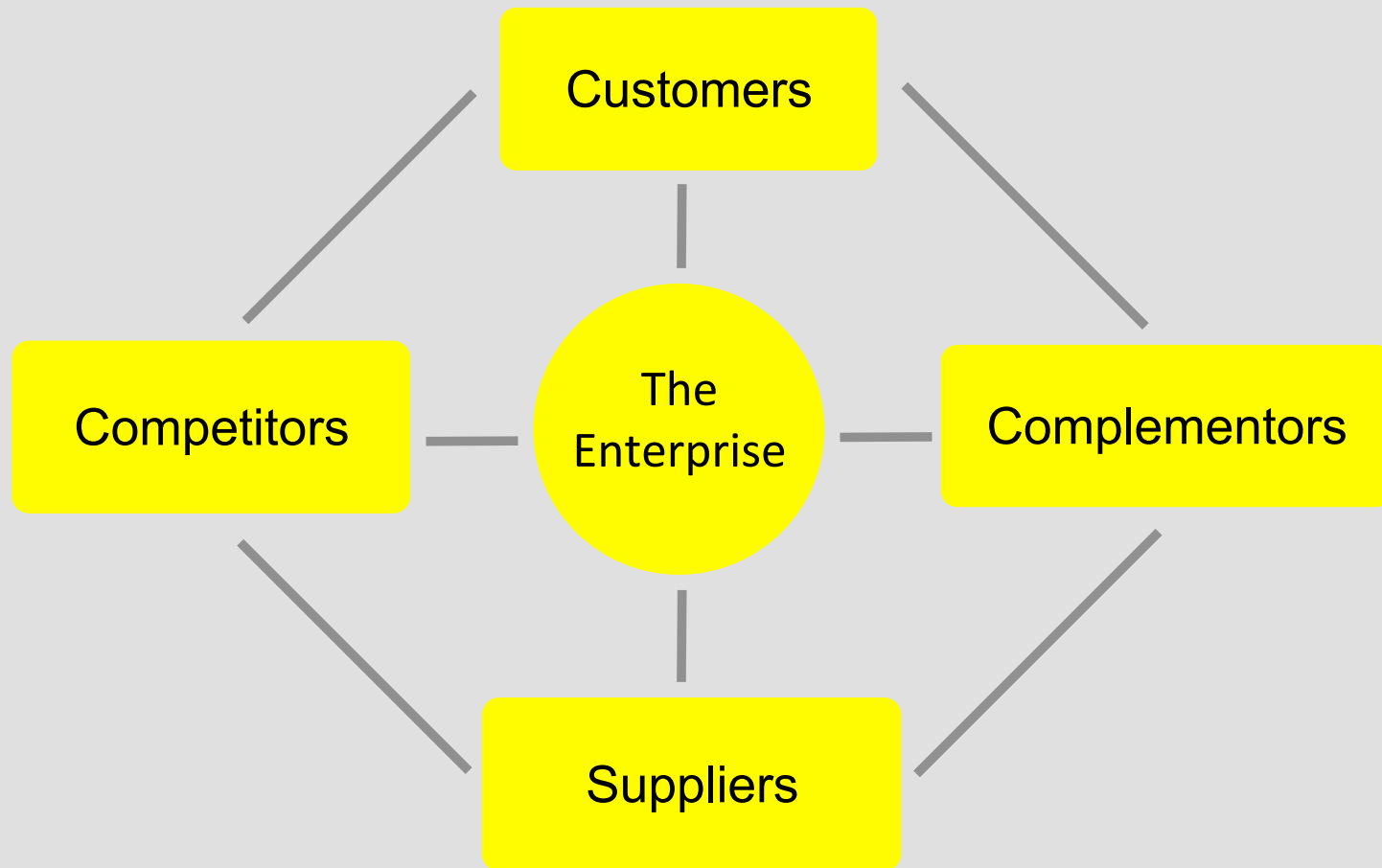
He also saw that it was a potential partner --- in fact, customer --- for the studios

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

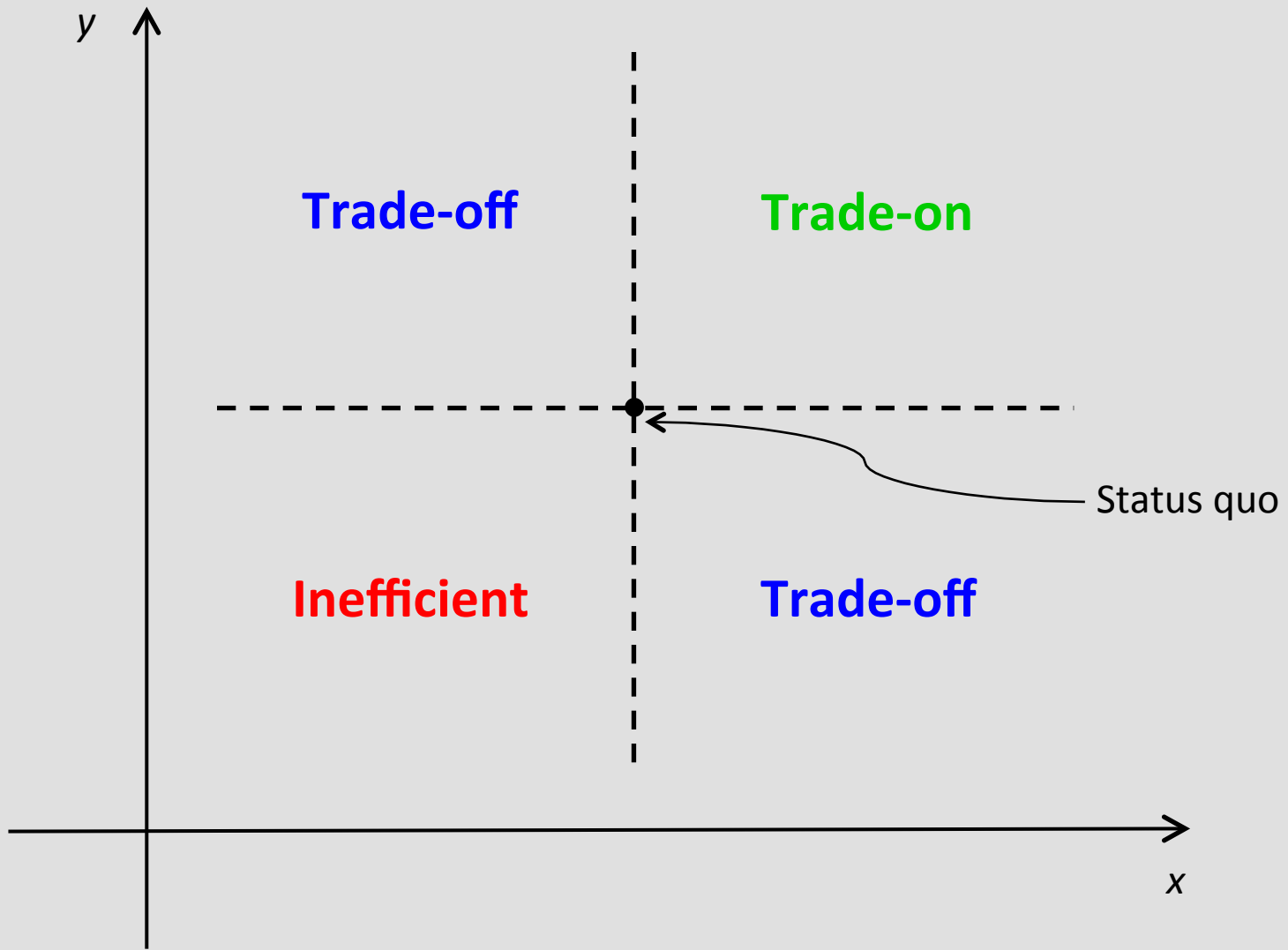
Finally, in 1962, MCA bought Universal

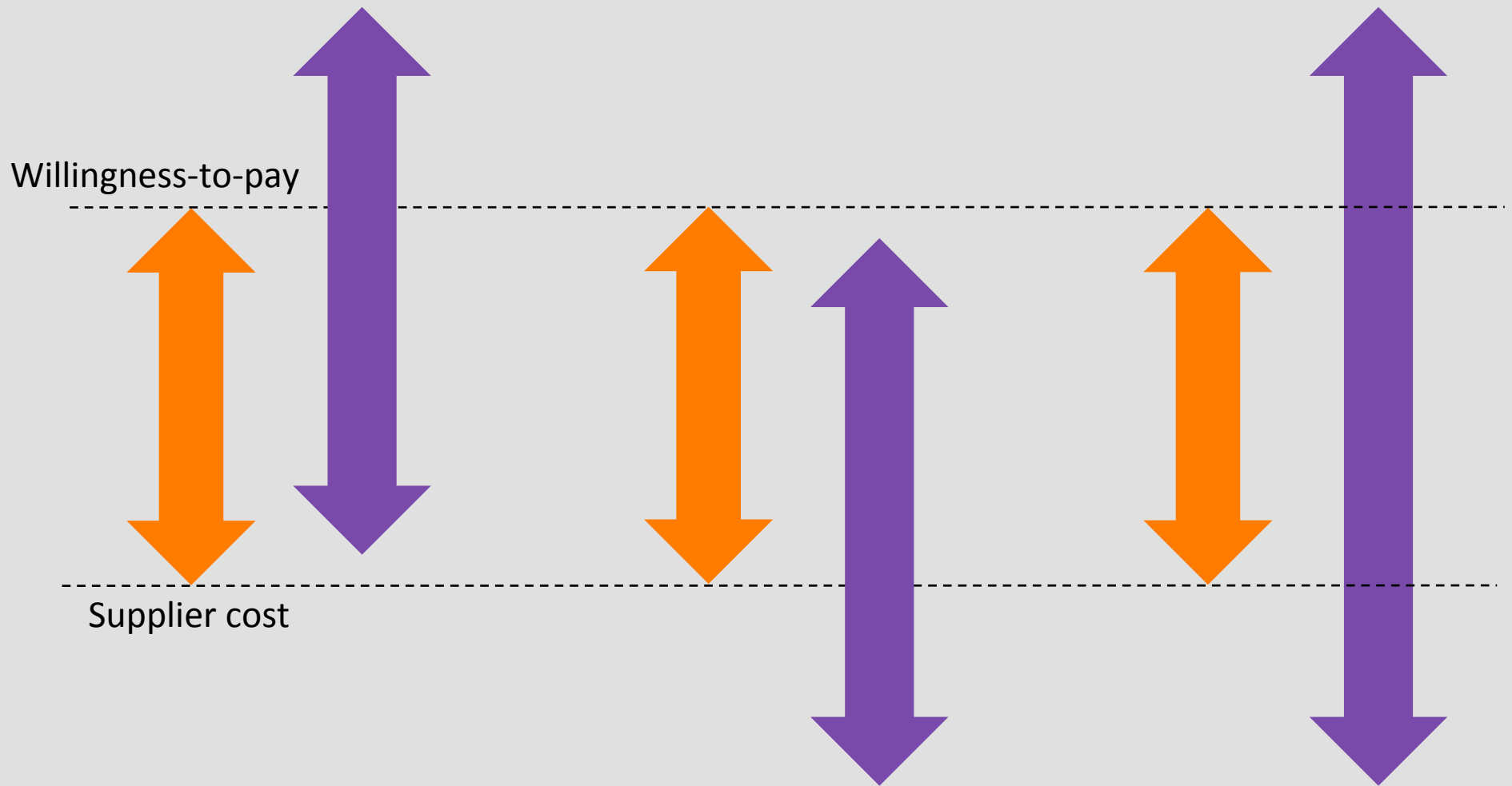
Text: op.cit.; picture: "Lew Wasserman" by not known - This image was downloaded from <http://www.filmreference.com/Writers-and-Production-Artists-Vi-Win/Wasserman-Lew.html>.
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Competition ... or Cooperation



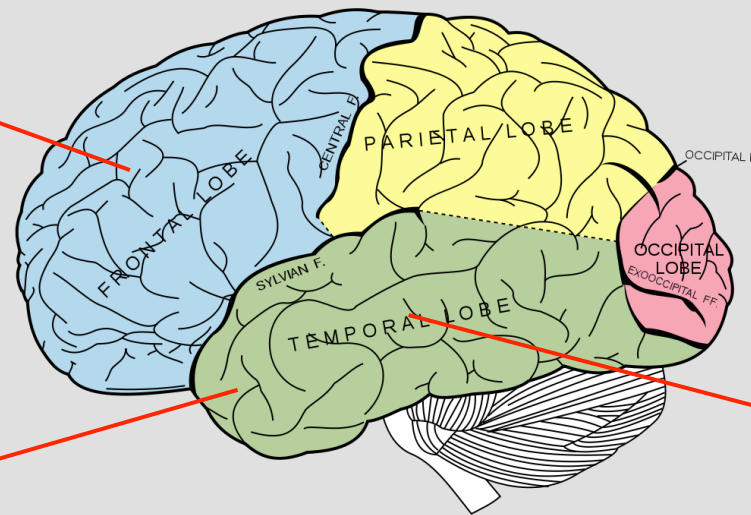
Trade-off ... or Trade-on





My Mind ... or Your Mind

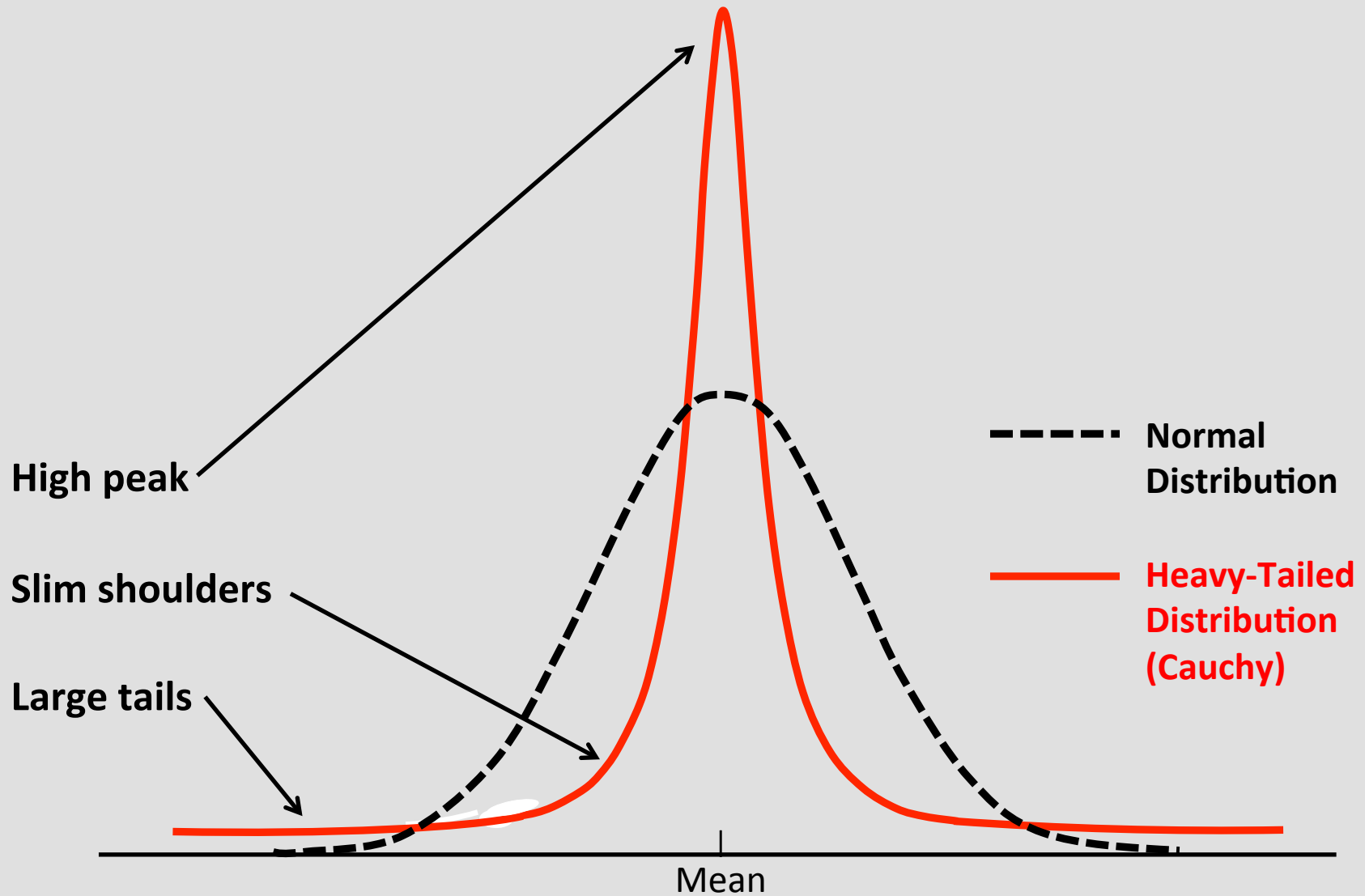
3. Predict the subsequent behavior of other players, by asking how one might oneself subsequently act in their positions and then adjusting these predictions to take into account how one thinks their mental states (intentions, desires, knowledge, and beliefs) differs from one's own



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



Weakness ... or Strength

Self:

		Reality	
		Strength	Weakness
Perception	Strength		<i>Threat</i>
	Weakness	<i>Opportunity</i>	

Other:

		Reality	
		Strength	Weakness
Perception	Strength		<i>Opportunity</i>
	Weakness	<i>Threat</i>	

Self:

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		Strength	Weakness
Perception	Strength		<i>Threat</i>
	Weakness	<i>Opportunity</i>	

From core competencies
to core rigidities
– Dorothy Leonard-Barton
Business strategist

Other:

		Reality	
		Strength	Weakness
Perception	Strength		<i>Opportunity</i>
	Weakness	<i>Threat</i>	

Disruptive innovation
hypothesis
– Clay Christensen
Business strategist

Self:

		Reality	
		Strength	Weakness
Perception	Strength		<i>Threat</i>
	Weakness	<i>Opportunity</i>	

The Arab Revolt in WWI
— T.E. Lawrence
British military strategist

Other:

		Reality	
		Strength	Weakness
Perception	Strength		<i>Opportunity</i>
	Weakness	<i>Threat</i>	

The Battle of Red Cliffs
— Huang Gai
Chinese military strategist