

The Future of Online Markets: How Much Competition? How Much Dependence?

Benjamin Edelman
Harvard Business School

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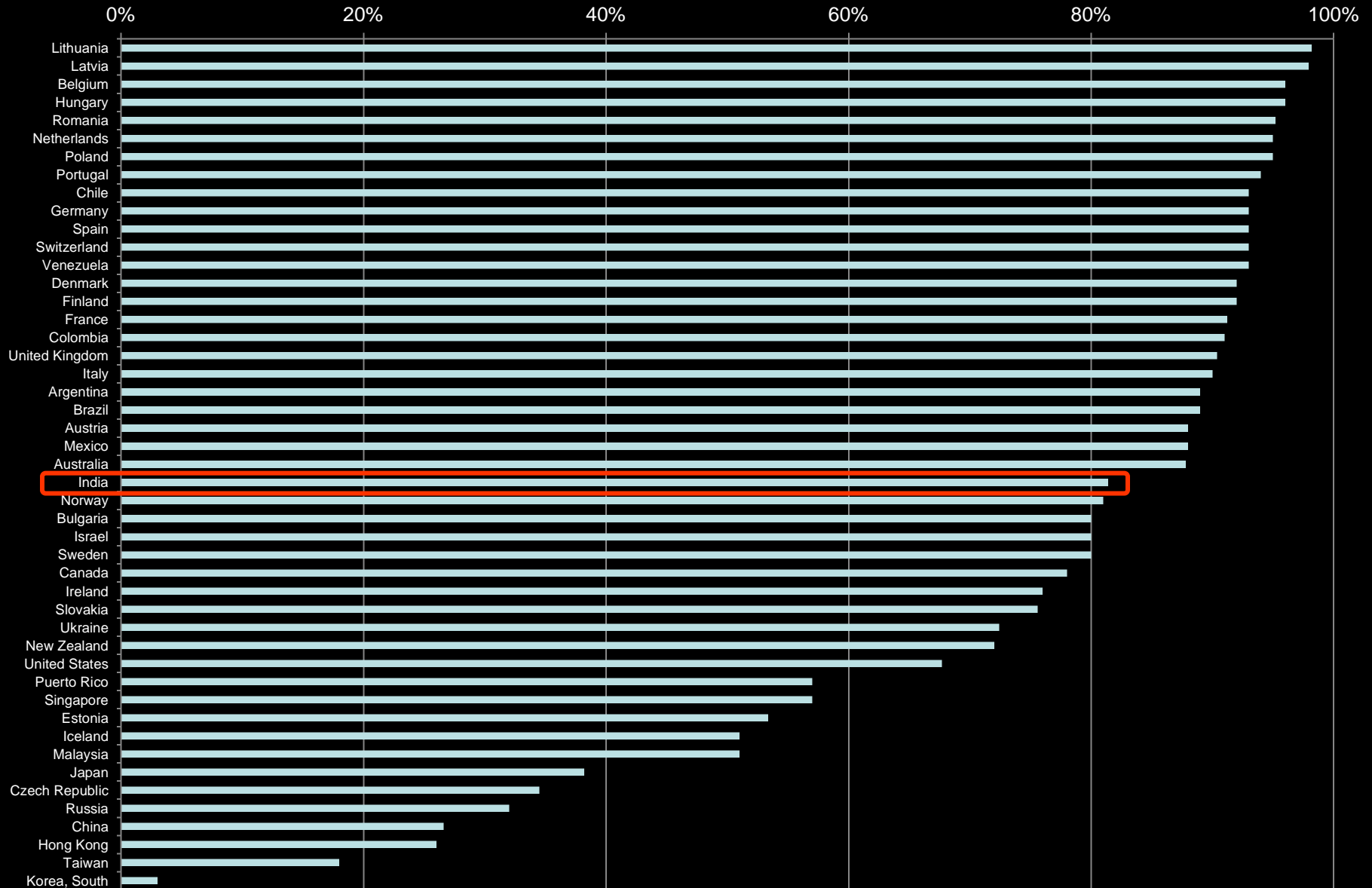
- Assistant Professor, Harvard Business School
 - Teaching: starting and running .COM's
 - Research: Internet architecture and business opportunities, especially vis-à-vis law and regulation
- Consulting: advertising fraud, privacy, compliance
 - Some clients adverse to Google

The promise of online markets

- Easy access to thousands of suppliers
 - Fair competition → low prices, consumer benefits
 - Opportunity for entrepreneurs to provide new sites and services



Google Search Market Share



Potential concerns

- Does Google treat consumers fairly?
- Does Google treat publishers fairly?
- Does Google treat advertisers fairly?
- Does Google impede competition?

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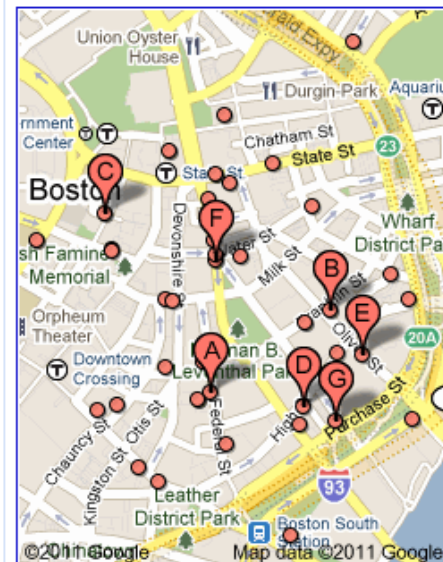
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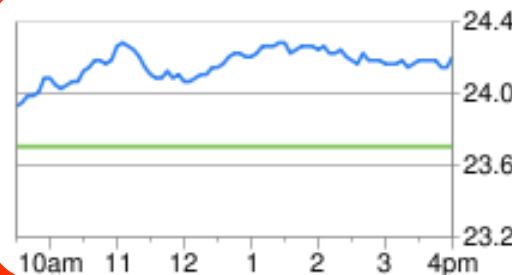
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Information on **acne**, **acne** treatment regimen to help clear your **acne**.

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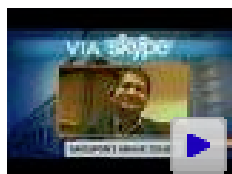


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[Agrawal on Groupon's Accounting, Liability of Gift Cards - YouTube](#) 🔍



www.youtube.com/watch?v=VFnhE8eJPCE

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8 (Bloomberg) – Blogger **Rocky Agrawal** talks about **Groupon** Inc.'s accounting and the liability of its gift certificates.

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Rocky Agrawal / TechCrunch:Why **Groupon** Is Poised For Collapse — Editor's note:This guest post is part of an in-depth series looking at the daily deal in...

[Street Fight Daily: 06.10.11 | Street Fight](#) 🔍

streetfightmag.com/2011/06/10/street-fight-daily-06-10-11/ - Cached

Jun 10, 2011 – A restaurant owner talks to **Rocky Agarwal** about why **Groupon** was “the single worst decision I have ever made as a business owner. ...

[Everyone Wants You to Fail: Groupon's Bad Press Keeps Up with Its ...](#) 🔍

www.wordstream.com/blog/ws/2011/06/17/groupon-bad-press - Cached

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Potential concerns

- Does Google treat consumers fairly?
- Does Google treat publishers fairly?
- **Does Google treat advertisers fairly?**
- Does Google impede competition?



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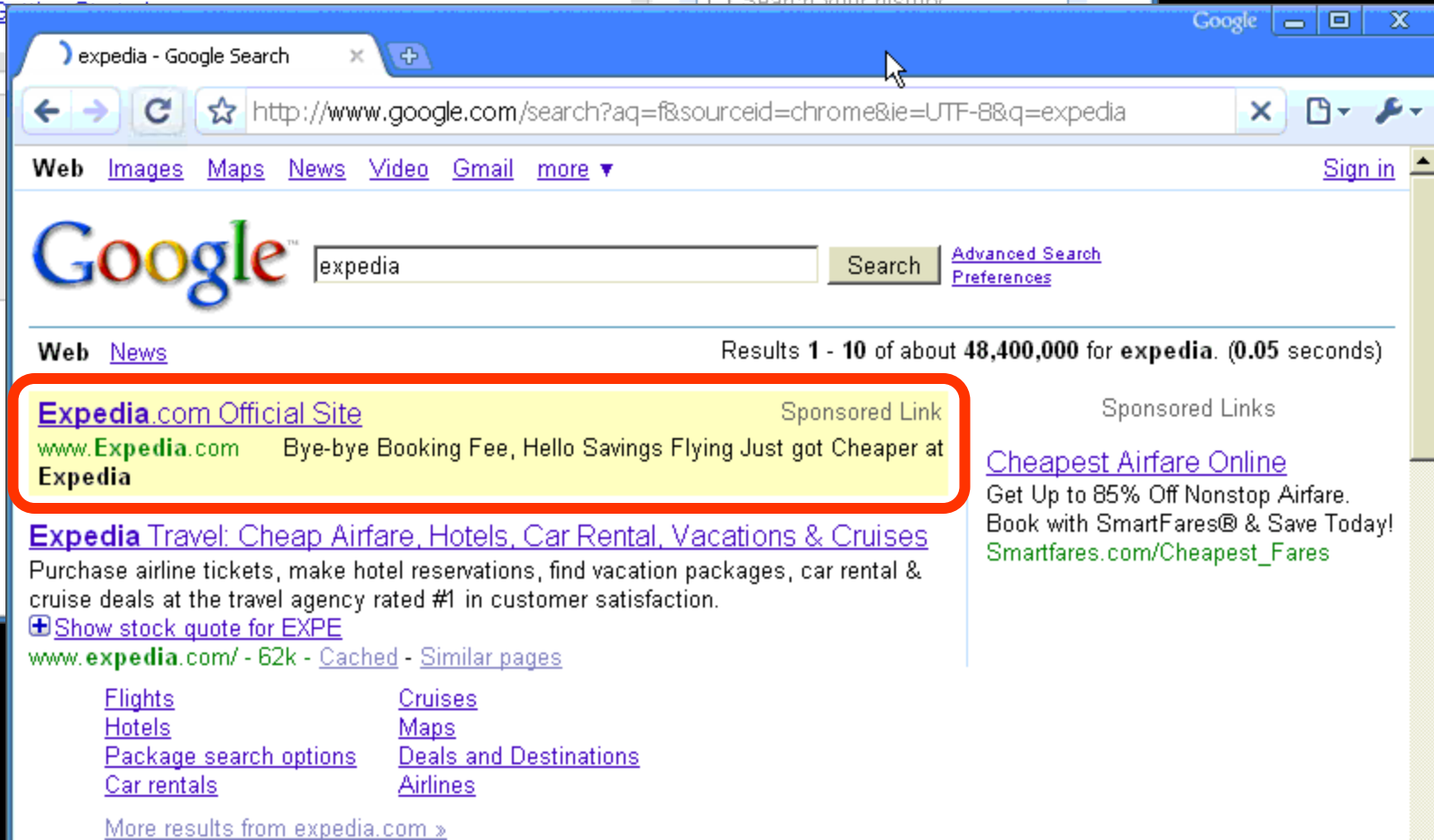
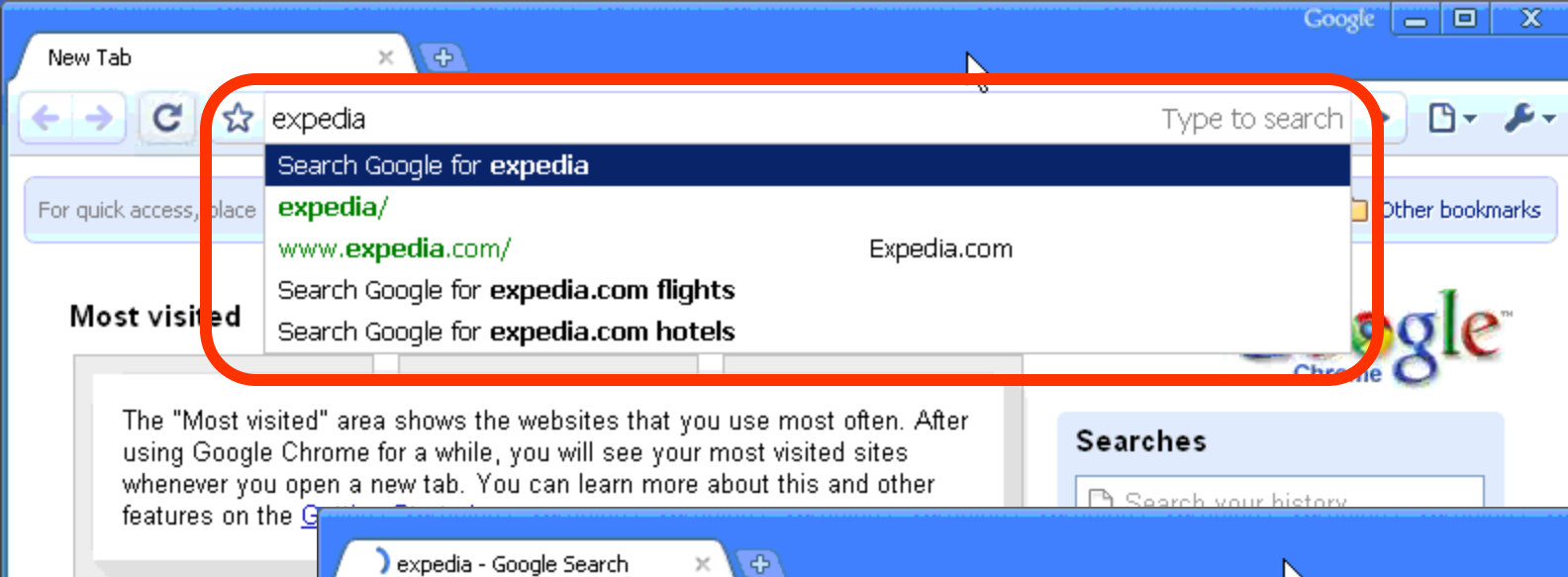
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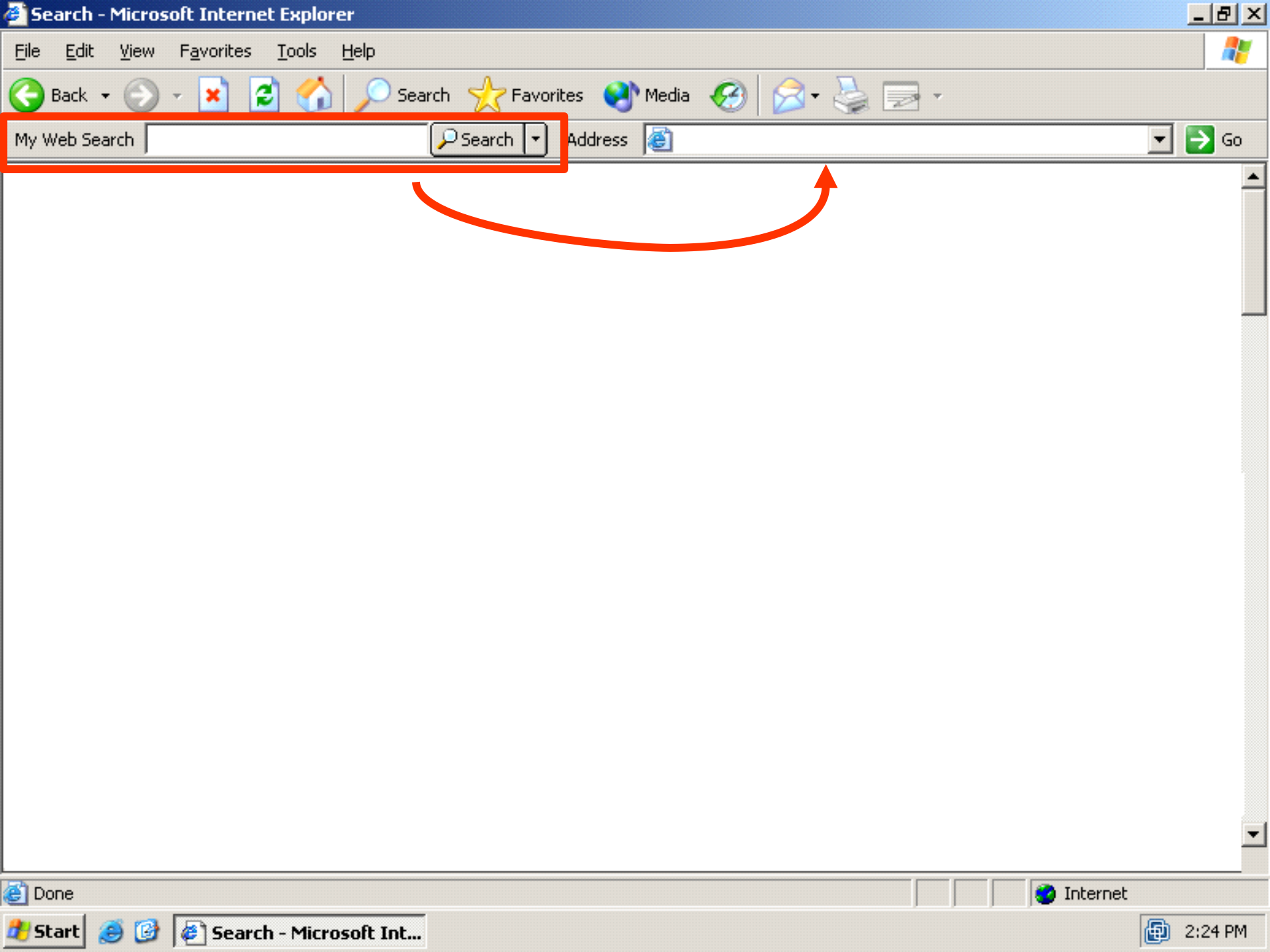
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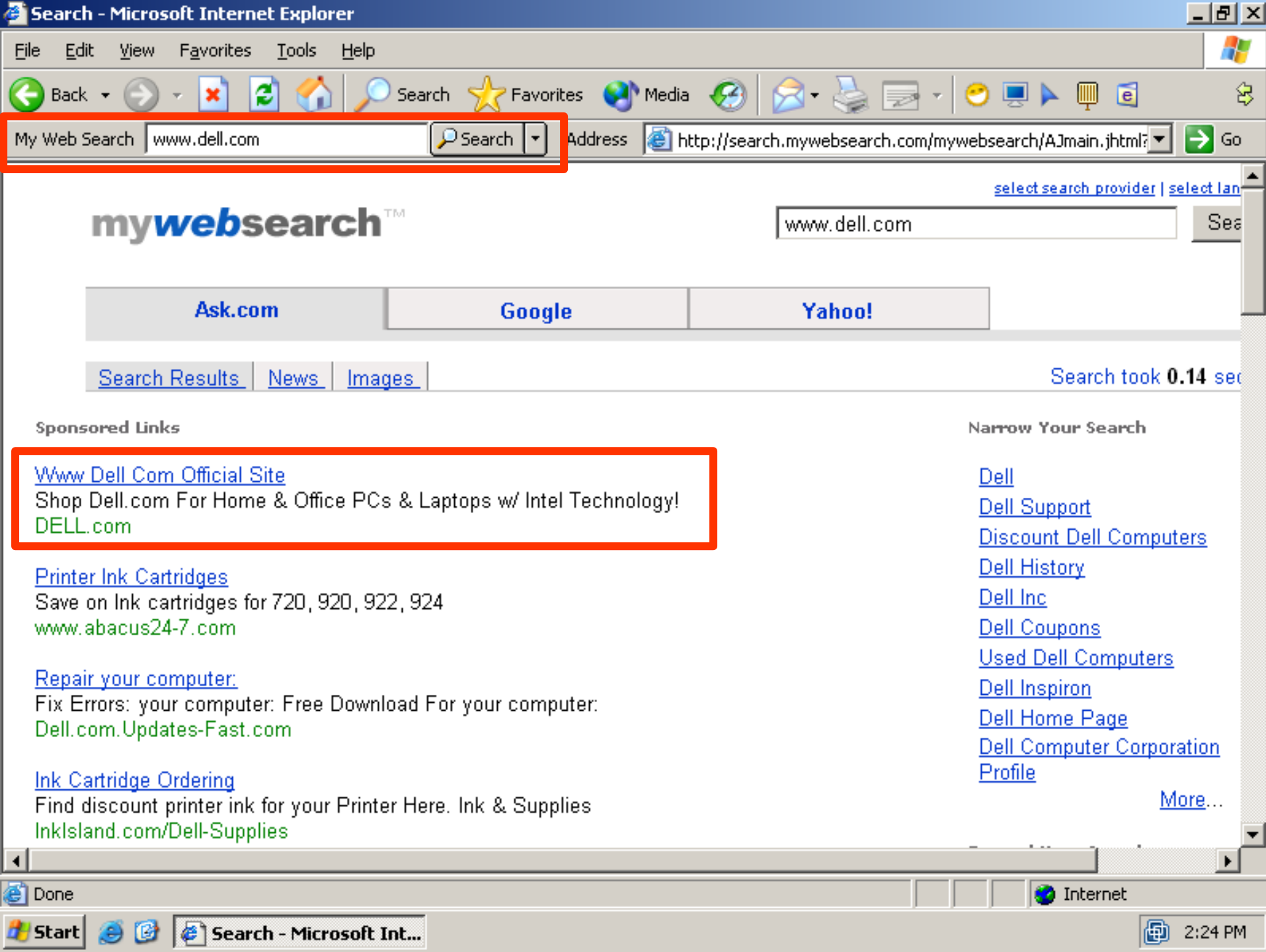
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Potential concerns

- Does Google treat consumers fairly?
- Does Google treat publishers fairly?
- Does Google treat advertisers fairly?
- **Does Google impede competition?**

Conversions and Synchronizations

The image shows a Microsoft Word application window with a file open dialog box. The dialog box is titled "Open" and shows the path "Users > bedelman.HBS > Desktop". The file type list is expanded, showing various file formats. The "WordPerfect 6.x (*.wpd;*.doc)" option is highlighted with a red rectangle. In the background, a web browser window displays the Microsoft Office support page for synchronizing Outlook with Apple devices.

Microsoft Word

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Synchronize Outlook and Apple iPhone or iPod touch

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Synchronize Outlook and Apple iPhone or iPod touch

Applies to: Microsoft Office Outlook 2007

Synchronization of contacts between Microsoft Office Outlook 2007 and your Apple iPhone or iPod touch requires [Apple iTunes](#). You can configure which items are synchronized during a one-time set up process.

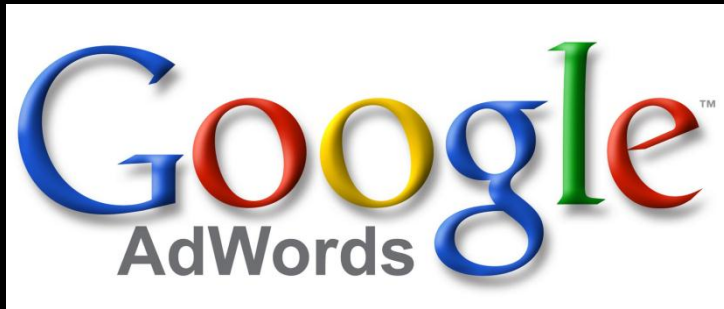
After the initial setup, each time that you connect your iPhone or iPod touch to your computer, the changes made on your computer or device are synchronized.

1. Connect your iPhone or iPod touch to your computer using the cable provided with your device or by placing the iPhone or iPod touch in the Apple Universal Dock.
iTunes opens automatically when connected to your computer.
2. In iTunes, in the source list, under **Devices**, click the entry for your iPhone or iPod touch.
3. Click the **Info** tab.
4. Under **Contacts**, click **Sync contacts from**, and then click **Outlook**.

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Word Templates (*.dotx)
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Functional Separation. Any information collected from an input field used to collect AdWords API Campaign Management Data may be used only to manage and report on AdWords accounts. ... [A]ny information or data used [for] AdWords ... must have been collected from an input field used only to collect AdWords ... For example, the AdWords API Client may not offer a functionality that copies data from a non-AdWords account into an AdWords account or from an AdWords account to a non-AdWords account.

Current Antitrust Inquiries

- European Commission
- South Korea
- US FTC
- US states: California, New York, Ohio, Texas

Special Concerns for India

- Higher prices to advertisers, impeding transition to electronic commerce
- Effect on nascent market
 - Blocking and discouraging development of Indian ventures in key vertical search sectors
 - Making publishers dependent on Google for ad sales and traffic



The Future of Online Markets: How Much Competition? How Much Dependence?

Benjamin Edelman
Harvard Business School

January 18, 2012