Anne Pramaggiore
ComEd, President & CEO

Clean Energy Legislative Academy
“There is a central difference between the old and new economies: the old industrial economy was driven by economies of scale; the new economy is driven by economics of networks.”

Carl Shapiro
Transamerica Professor of Business Strategy
Haas School of Business
University of California, Berkeley
Pipe Model – focus on the product

Value = f(qualities of the final product)

- Companies produce, assemble, and distribute goods and services to end customers through a process
- Value is created through the optimization of this process

Platform Model – focus on the interaction

Value = f(number of transactions)

- Companies enable interactions between both producers and consumers, with parties potentially shifting between roles
- Value is generated through creation, curation, and consumption of content
- 3 types of exchanges: information, goods/services, currency
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