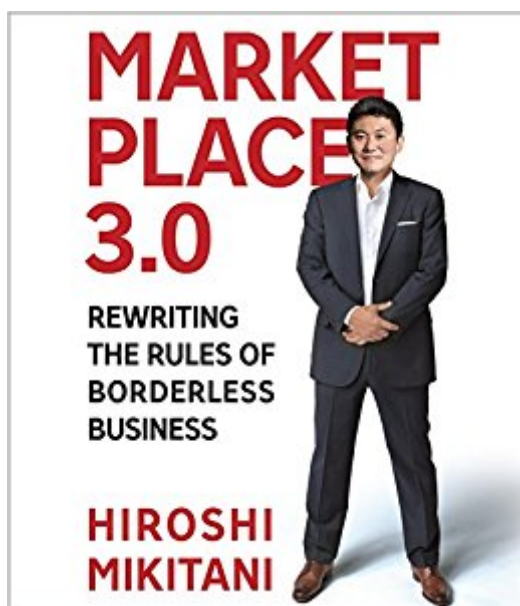


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# Marketplace 3.0: Rewriting The Rules For Borderless Business



## Synopsis

Hiroshi Mikitani, founder of e-commerce giant Rakuten, has seen the next battleground in the fight for the future of the Internet. Today's major e-commerce players are quietly building borderless platforms that are overturning the global brick-and-mortar model, and changing the way local businesses think about their customers. But is this good or bad? Rejecting the zero-sum model practiced by some global retailers, who view the Internet purely as a facilitator of speed and profit, Mikitani argues for an alternate model that benefits vendors, customers, and communities alike by empowering players at every step in the process. He shows why emphasizing collaboration over competition, customization over top-down control, and long-term growth over short-term revenue is by far the best use of the Internet's power. Rakuten is already pioneering this new model, and Marketplace 3.0 offers colorful examples of its success in Japan and around the world. Marketplace 3.0 is an exciting new vision for global commerce, from a company that's challenging all the accepted wisdom.

## Book Information

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## Customer Reviews

"Japanese executives aren't known for bucking the establishment. Hiroshi Mikitani is a rare exception at a time when rebellion is most

needed." [Bloomberg BusinessWeek](#)

(AudioFile) "Overall Mikitani weaves an inspiring entrepreneurial story and presents a thought-provoking case for breaking rules." [Publishers Weekly](#) (Library Journal) "Naito's intonation creates an easy-to-understand and

relatable delivery. . . . [His] brisk pace keeps the story moving while reflecting the businesslike tone of the material. . . . Narrator Jun Naito's clear, steady-paced performance helps convey the Rakuten effort to empower its online merchants to deliver . . . the Japanese hospitality concept. . . . A useful addition to the genre of e-commerce business. . . . Library Journal

Hiroshi Mikitani is Chairman and CEO of Rakuten, Inc., Born in Kobe, Japan, Mikitani earned his undergraduate degree in commerce from Hitotsubashi University in 1988. After graduation, he joined the Industrial Bank of Japan (IBJ), Limited, now Mizuho Corporate Bank, and became an investment banker. While working at IBJ, Mikitani attended Harvard Business School and earned his MBA in 1993, he was also presented with the HBS Alumni Achievement Award in 2012, one of the school's highest honors. In 1995, Mikitani left IBJ and founded Crimson Group the following year, a consulting company, and became its President and CEO. In February of 1997, he founded MDM, Inc. (now Rakuten, Inc.) and became its President and CEO. With only a handful of staff, Mikitani successfully launched the "Rakuten Ichiba" in May of the same year. In June 1999, MDM, Inc. changed its name to Rakuten, Inc. Rakuten, Inc. completed its IPO and was listed on the JASDAQ market in April 2000. Selected by Forbes as 7th among the World's Most Innovative Companies of 2012, Rakuten is expanding globally and currently has operations throughout Asia, Western Europe, and the Americas.

The author has accomplished tremendous things and forever transformed the local industry. Inspiring to learn from his first-hand experience in building and growing Rakuten.

Insightful and solidly argued, this book serves as an inspiration for anyone willing to become part of the global marketplace. Mr. Mikitani shares his experience to redefine the rules of commerce in the Internet age and being an accountable corporate global citizen. Highly recommended!!

If you are in a marketplace business, you should read it!

another life story of a successful guy. Techcrunch review was badly misleading. There is no vision or insights. Most of the book is wasted on challenges of converting a Japanese company into international one.

Seriously boring! The book is so dull that it is impossible to finish reading it.

I'm really impressed by Mr. Mikitani's 5 principles of doing business. I join him with his view on borderless business ! Very inspiring book, not only if you work in eCom.

A straight from heart book from a most successful yet grounded personality!!!!my respect for Japan has increased multi folded after reading this book!!!would love to meet Hiroshi once!!!

CONTENTI bought this book because I wanted to learn something from a successful executive in Japan. Japan is different so I wanted a different perspective. Unfortunately, even with this minor objective the book disappoints. I am reminded of a number of French executives (e.g. Messier) that wanted to be American style managers some fifteen years back. My guess is that this book is written for a Japanese audience and then just translated to make a quick buck. But that is just my guess. Why The Economist had a review of this book is totally beyond understanding. Old boys network, I guess. Somebody went to both Oxbridge and HBS. STYLEaping after American ideas is certainly okay, but the author does not have material for an interesting book. Here we have a Harvard Business School educated Japanese that tries to do the same as all other HBS students. The book deals with the author's management approach, and it is written just like any bad American management book; huge fonts, a bunch of very broad examples, no real details, everything will be great by following the recipe. I am not commenting on the successful company, of which the author is the CEO. I am only commenting on the book. If the author would have put a bit of energy into writing, his experience would be quite interesting. Advice to Japanese authors: In your writing, don't try to be like an American author. You won't be good enough. Be a Japanese author and tell us about your amazingly interesting country. Most people don't care, but you are not going to sell your book to most people. The ones who do care, want to read something unique.

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