

If Web 2.0 described the shift from static to interactive life on the Web, then 3.0 is the next sea change—driven by personalization, intelligent search, and user behavior. That evolution has huge implications for everything we see, buy, and do online. Rejecting the zero-sum, vending-machine model of e-commerce practiced by other leading Internet retailers who view the Internet purely as a facilitator of speed and profit, Hiroshi Mikitani argues for an alternate model that benefits merchants, consumers, and communities alike by empowering players at every step in the process. He envisions retail “ecosystems,” where small and mid-sized brick-and-mortar businesses around the world partner with online marketplaces to maximize their customer bases and service capabilities. And 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 and how it will define the 3.0 era.

Rakuten is already pioneering this new model, and *Marketplace 3.0* offers colorful examples of its success in Japan and around the world. Mikitani reveals how the company

enforces a global mindset (including the requirement that all its employees speak English, even in Tokyo); how it incorporates new acquisitions rather than seeking to completely remake or sell them for a quick profit; and how it competes with other retailers on speed and quality without sacrificing the public good. *Marketplace 3.0* is an exciting new vision for global commerce from a company that's challenging all the accepted wisdom.

HIROSHI MIKITANI

is the founder and chief executive of Rakuten, the third largest e-commerce marketplace company in the world, with operations in over a dozen countries across Europe, the Americas, and Asia. An Internet evangelist, he has more than 430,000 followers on Twitter and has spoken at many events, including the eG8 Forum, DLD Conference, and Y Combinator's Startup School. Mikitani has been featured in national and international broadcast and print media, including CNN, *The Wall Street Journal*, Bloomberg, *Forbes*, *The New York Times*, the *Los Angeles Times*, *The Globe and Mail*, *The Economist*, and the *Financial Times*, among others. Mikitani received an MBA from Harvard Business School and in 2012 was presented with one of HBS's highest honors, the Alumni Achievement Award. He lives in Tokyo, Japan.