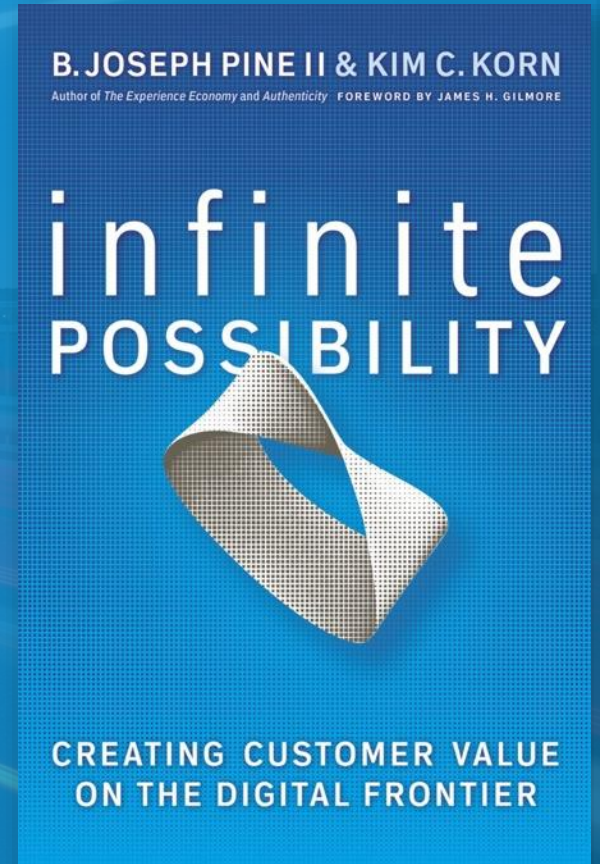


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UNDERSTANDING WHERE VIRTUAL WORLDS
STAND AMIDST INFINITE POSSIBILITY

B. JOSEPH PINE II



BJP2@STRATEGICHORIZONS.COM

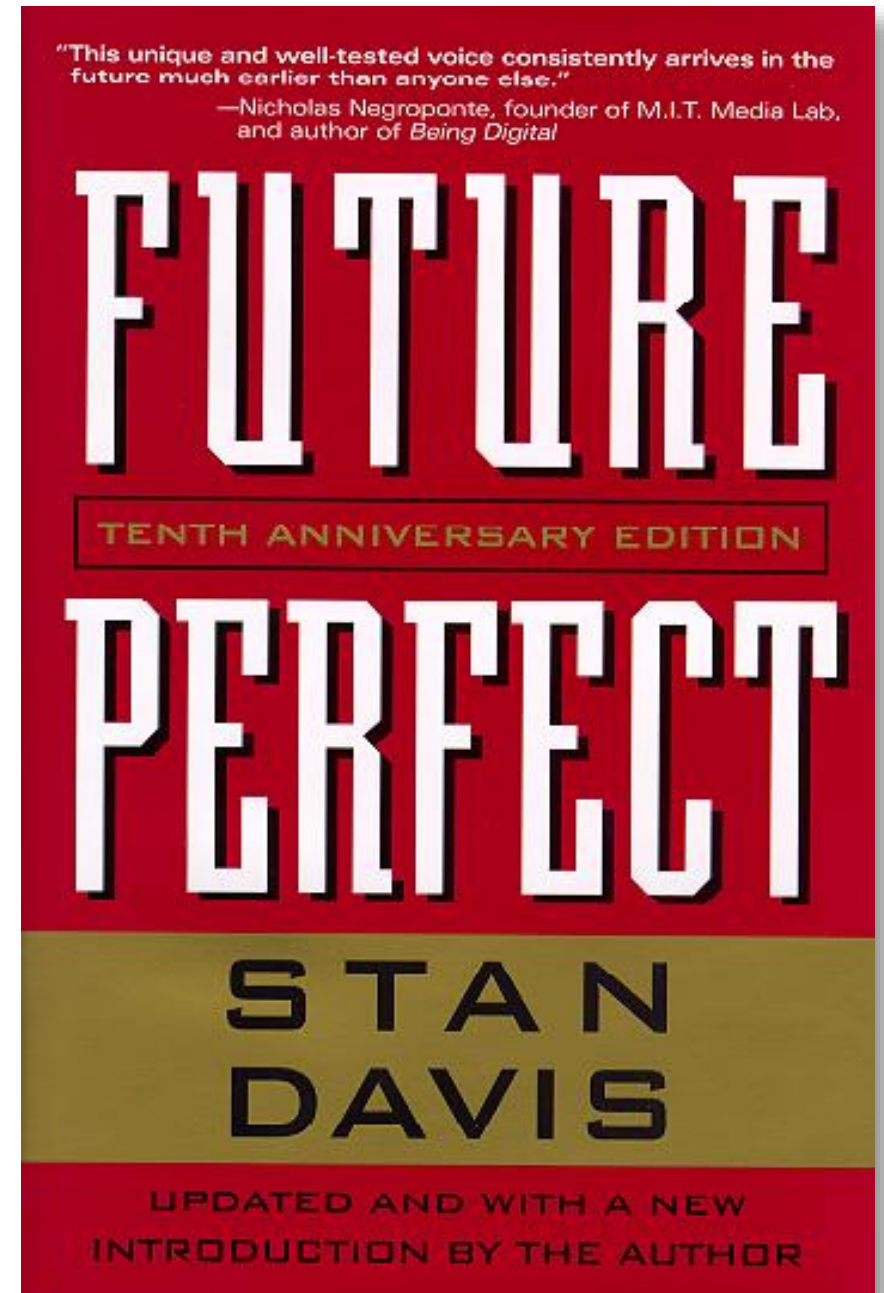
 @JOEPINE

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“What is the final step, the unitary building block for the market whole in the new economy?”

“It is the ‘individual’ customer. Units of one, whether a consumer or a corporation. But these are not the single consumers and firms who were reached with customized goods and services in the limited, preindustrial markets. Rather, in the same way that segments and niches are reached on a mass basis, individuals can now be reached on a basis that is simultaneously mass and customized.”

Source: Stan Davis, *Future Perfect* (Reading, MA: Addison-Wesley, 1987), p. 169.



PARADIGM SHIFT:
FROM MASS PRODUCTION TO MASS CUSTOMIZATION

by

B. Joseph Pine II

B.S. Applied Mathematics, University of Wisconsin - Stout
(1980)

Submitted to the Alfred P. Sloan School of Management
and the School of Engineering
in partial fulfillment of the requirements for the degree
of

MASTER OF SCIENCE IN
THE MANAGEMENT OF TECHNOLOGY

at the

MASSACHUSETTS INSTITUTE OF TECHNOLOGY

June 1991

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FOREWORD BY STAN DAVIS

MASS CUSTOMIZATION

The New Frontier in Business Competition



Winner of the 1995 Shingo Prize for Excellence in Manufacturing Research

B. JOSEPH PINE II

Cowriter of The Experience Economy

HARVARD BUSINESS SCHOOL PRESS



BY JOE PINE October 26, 2022 8:00 am No Comments

HAPPY BIRTHDAY, MASS CUSTOMIZATION



Mass Customization The Foundation of Strategic Horizons & The Experience Economy

A few weeks ago, when looking at my calendar, it hit me – thirty years ago on October 26, 1992, Harvard Business School Press published my first book, *Mass Customization: The New Frontier in Business Competition*.



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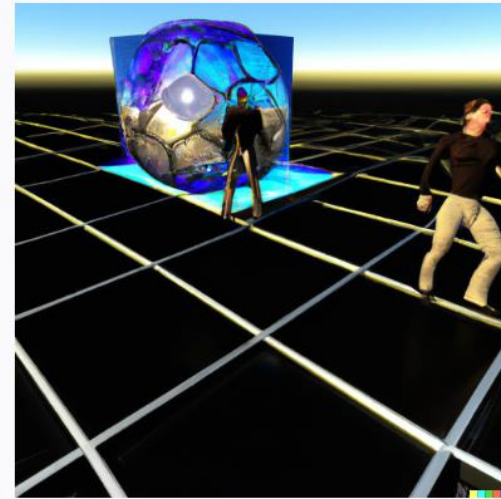
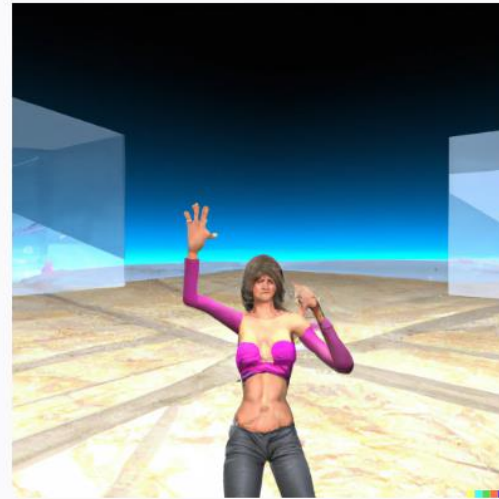
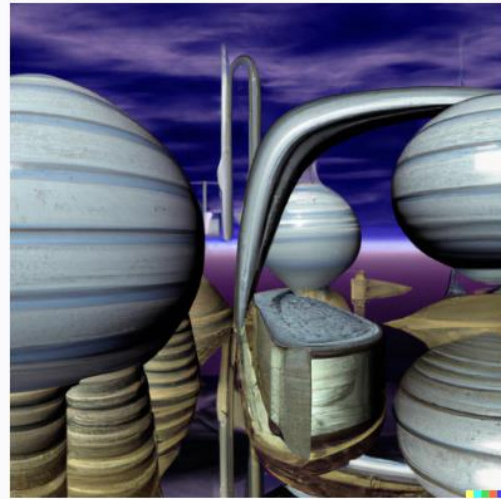
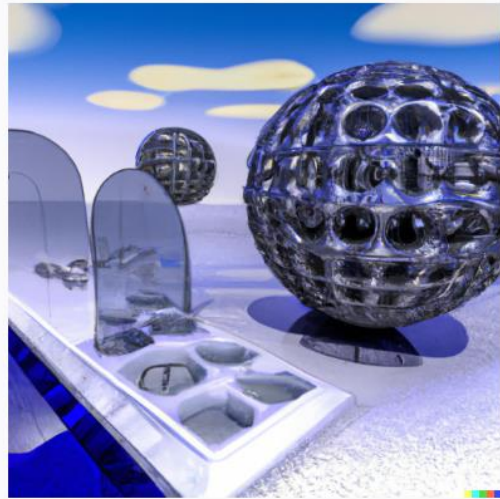
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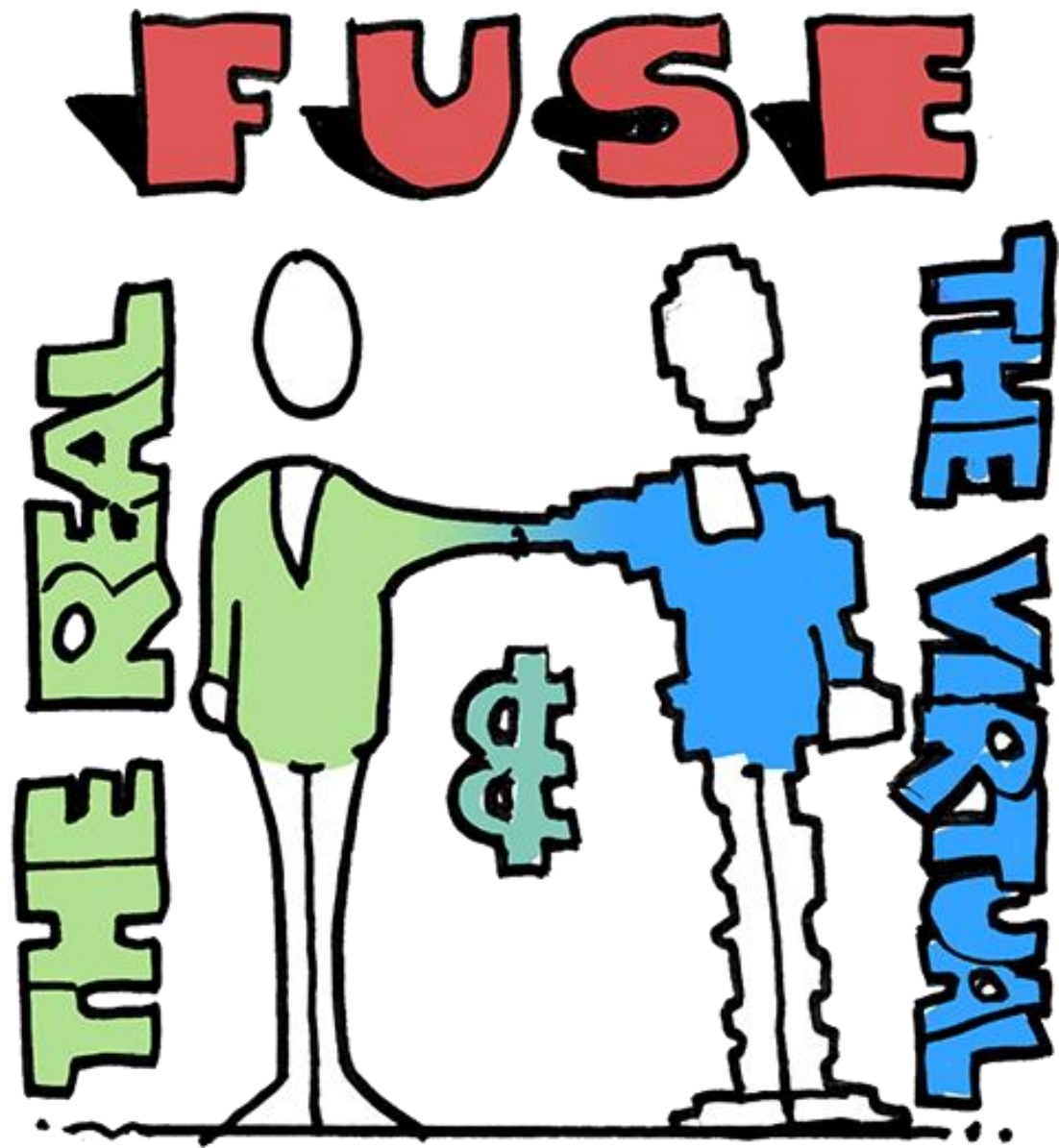
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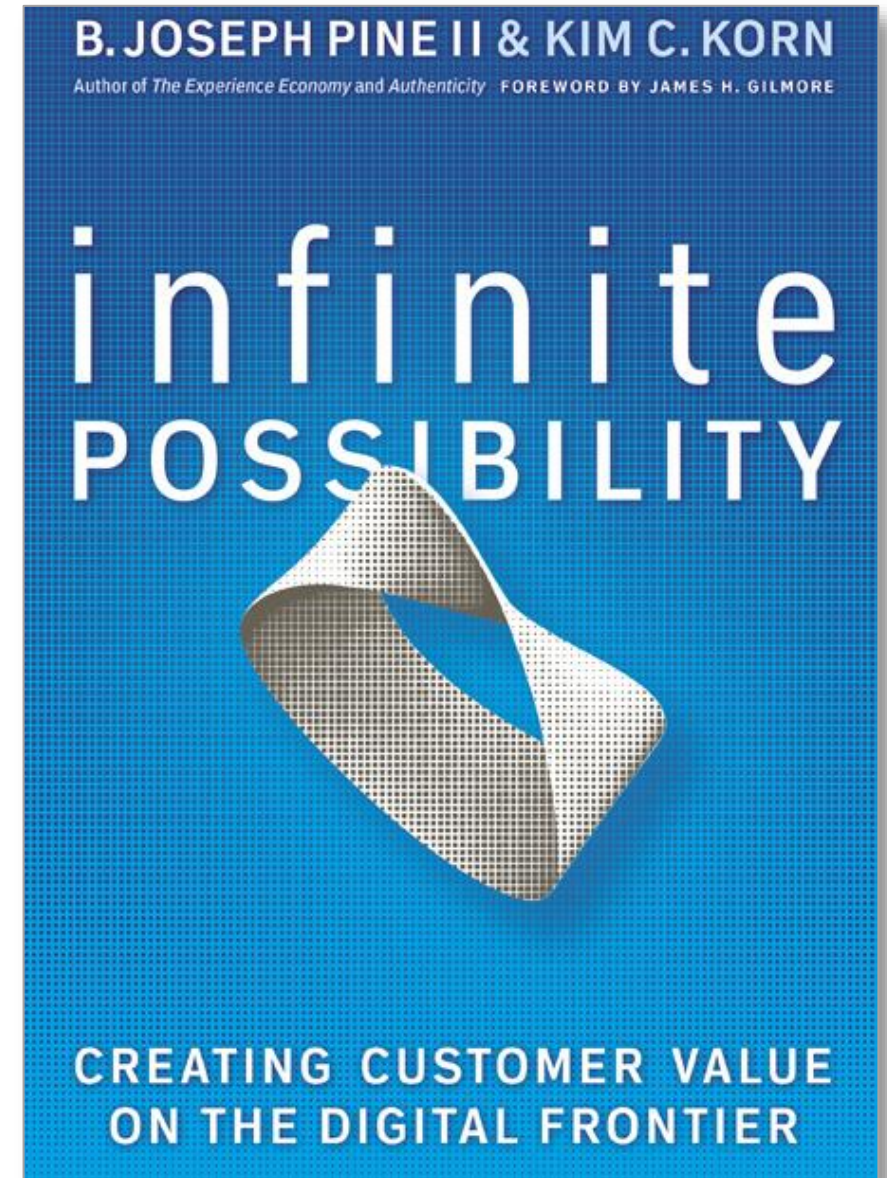


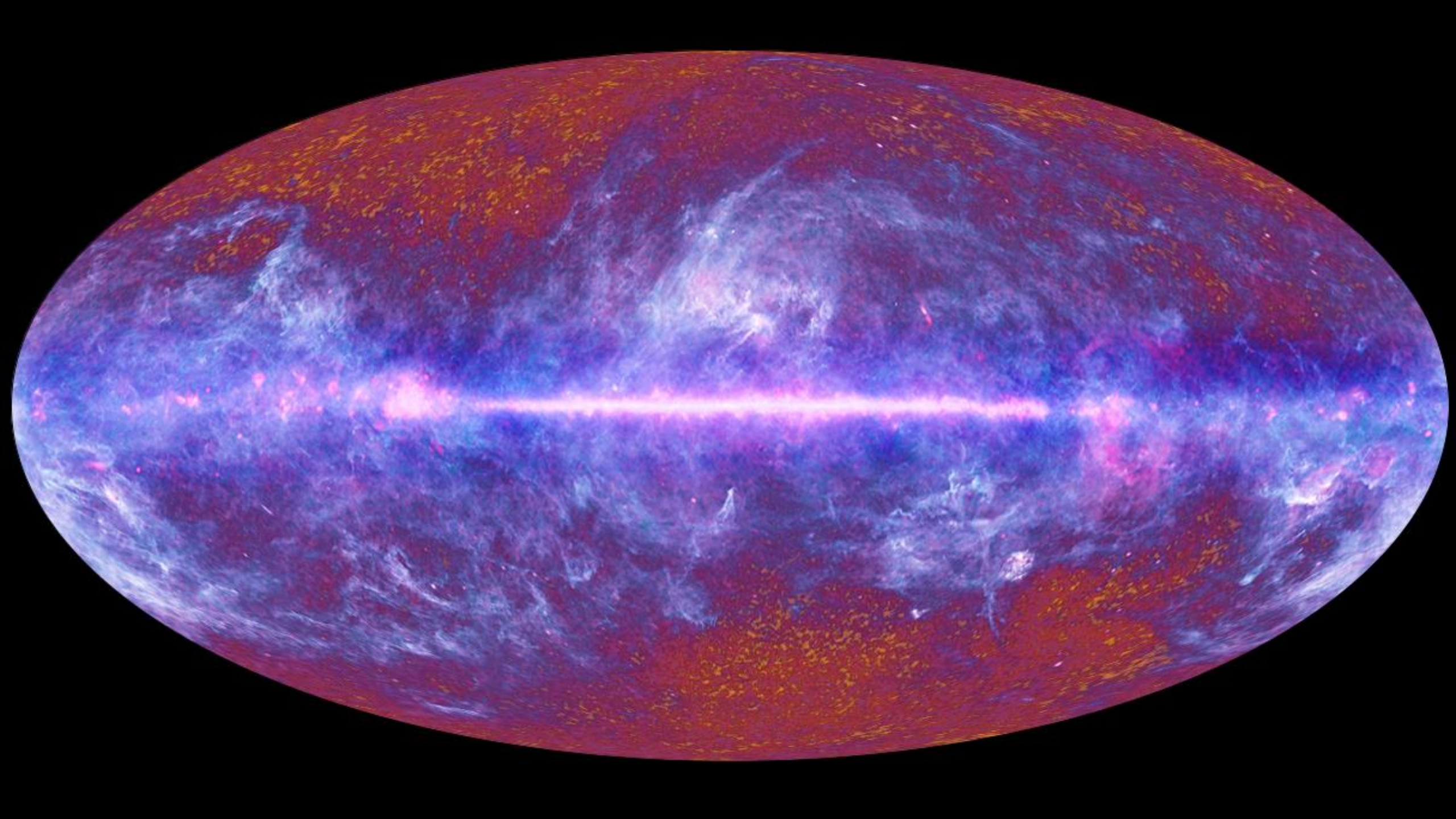
“This book presents a new way of thinking about the opportunities for creating new, wondrous, immersive, and fully engaging experiences that effectively fuse the real and the virtual. . . .

“And along the way, you will further appreciate the greater implications for you, your business, and ultimately for society as we explore and then exploit these new possibilities—first in our imaginations, then with our technology, and finally through our direct experience.

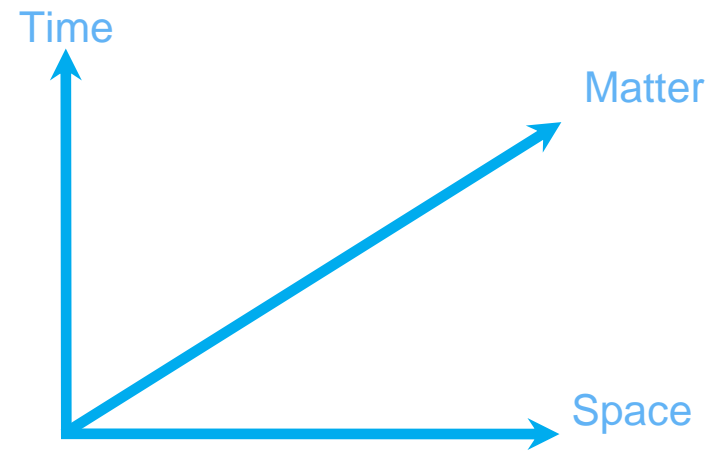
“Infinite possibility awaits those willing, able, and prepared to make the journey.”

Source: B. Joseph Pine II and Kim C. Korn, *Infinite Possibility: Creating Customer Value on the Digital Frontier* (San Francisco: Berrett-Koehler Publishers, 2011), pp. 9-10.





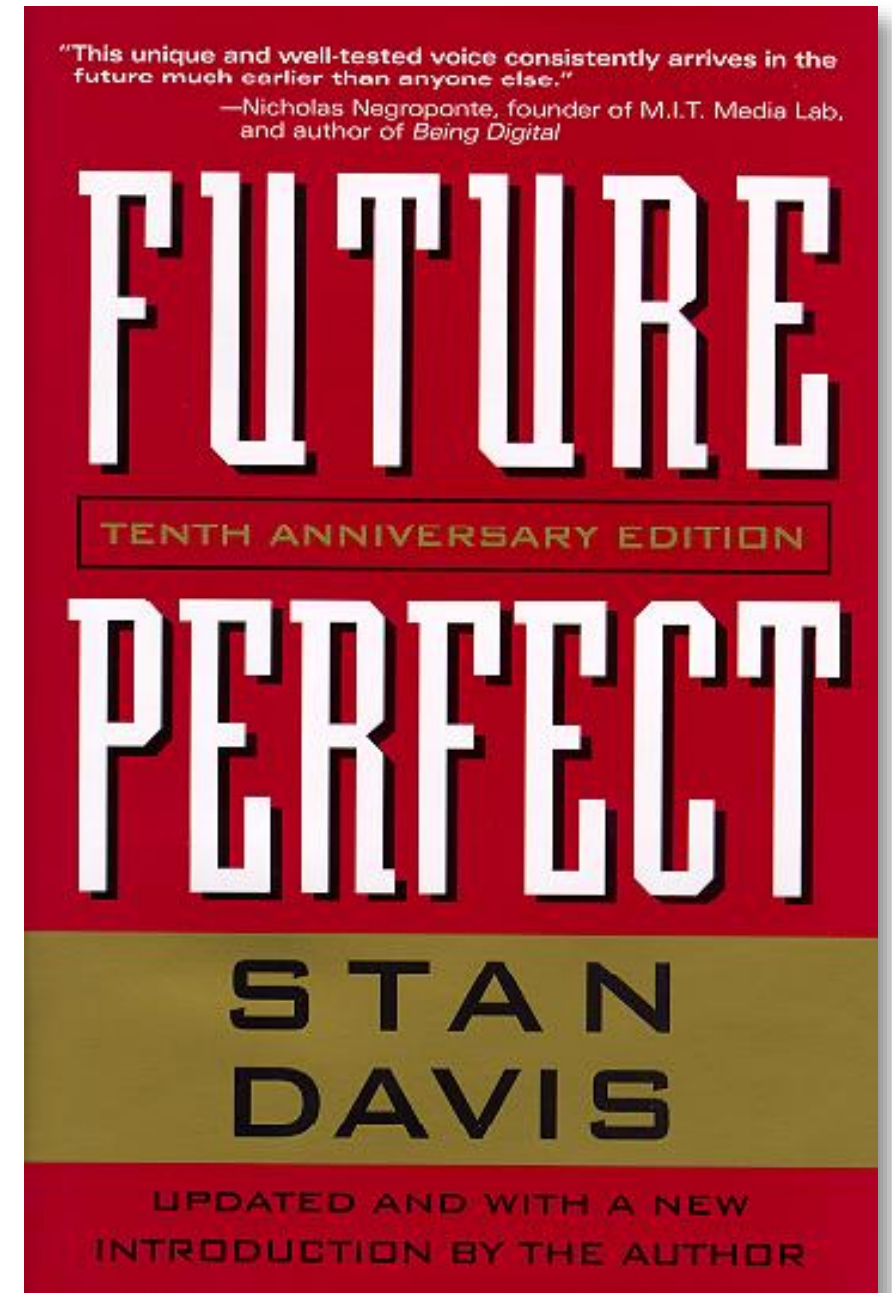
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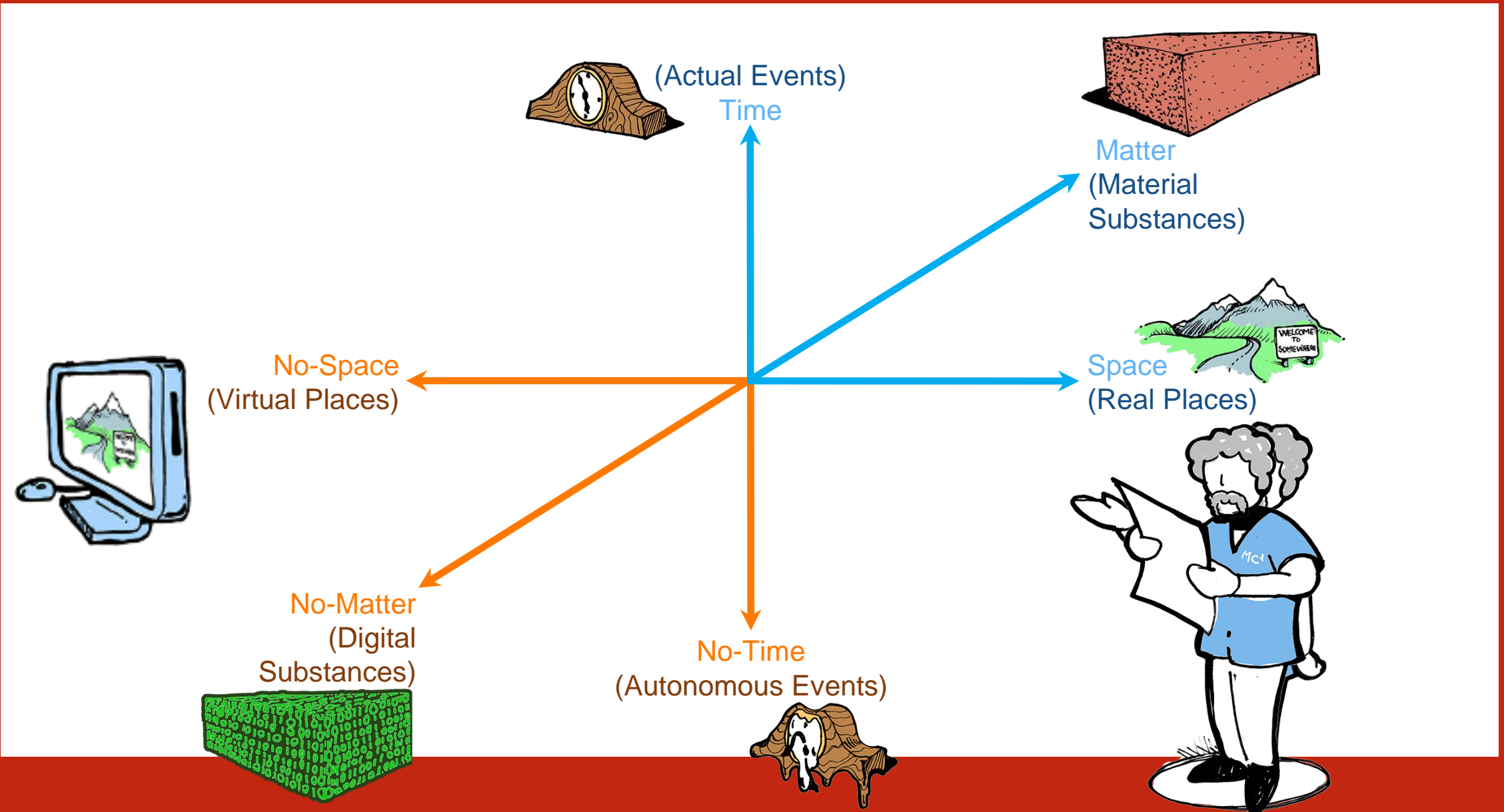
“My intention in this book is to give new meaning to time, space, and matter in shaping tomorrow’s business and organization. In the industrial economy managers considered time, space, and matter as constraints, whereas in the new economy they will come to think of them as resources. This will require profound transformations in the way we think about time, space, and matter.”

No-Matter: “In the new economy, the value added will come increasingly from intangibles. . . whose importance does not lie in their material existence.”

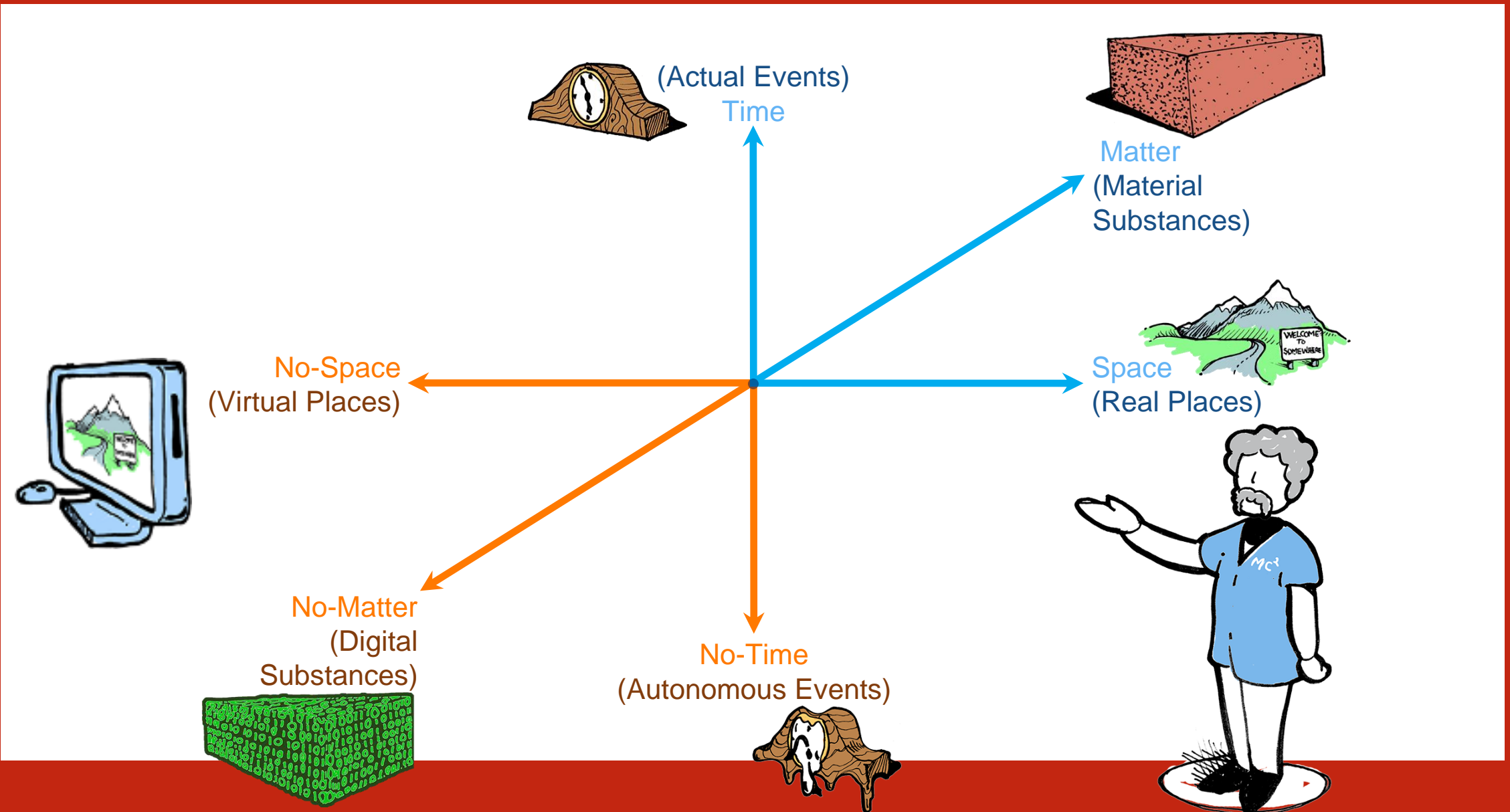
Source: Stan Davis, *Future Perfect* (Reading, MA: Addison-Wesley, 1987), pp. 5. & 92.



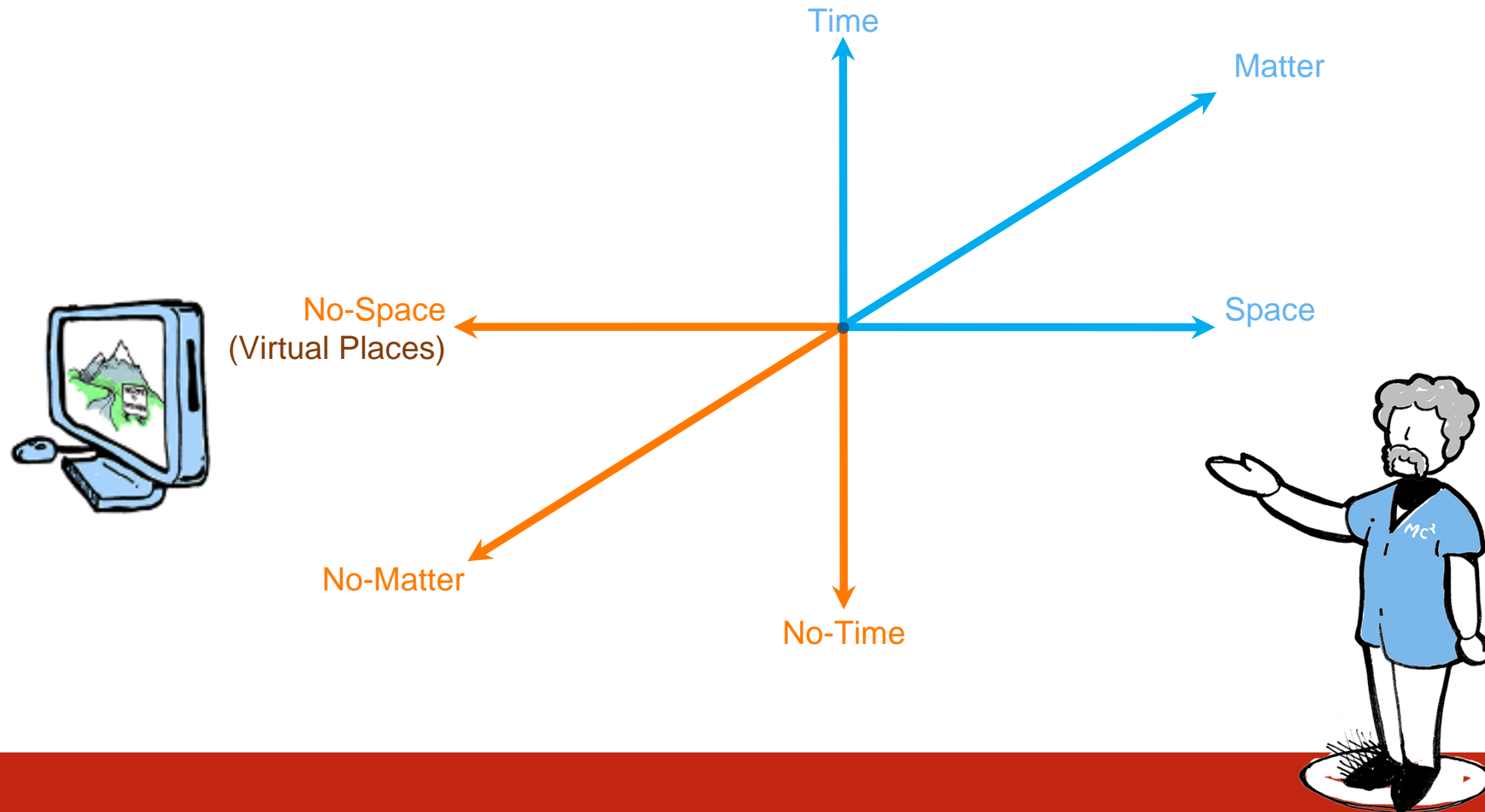
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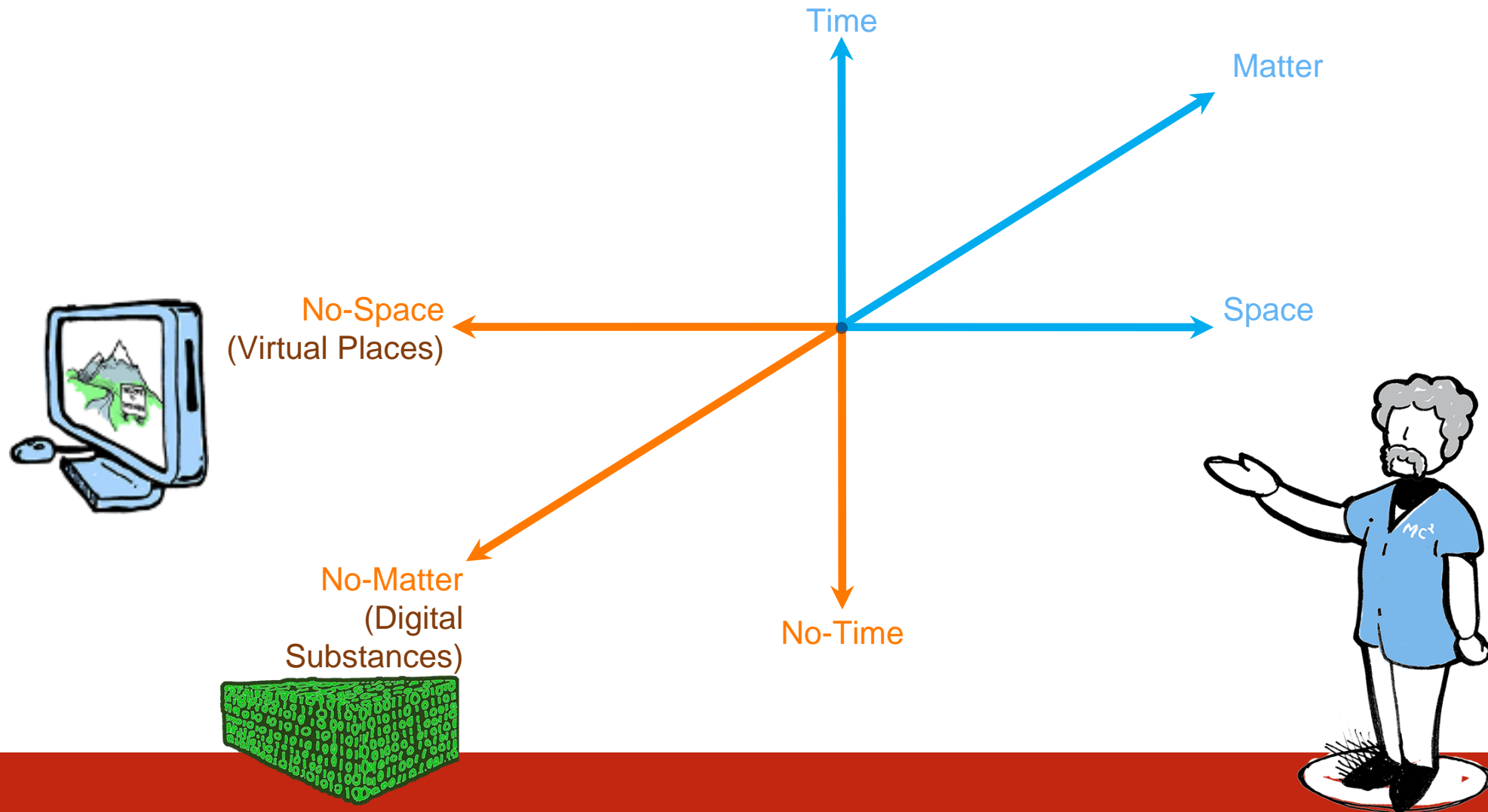
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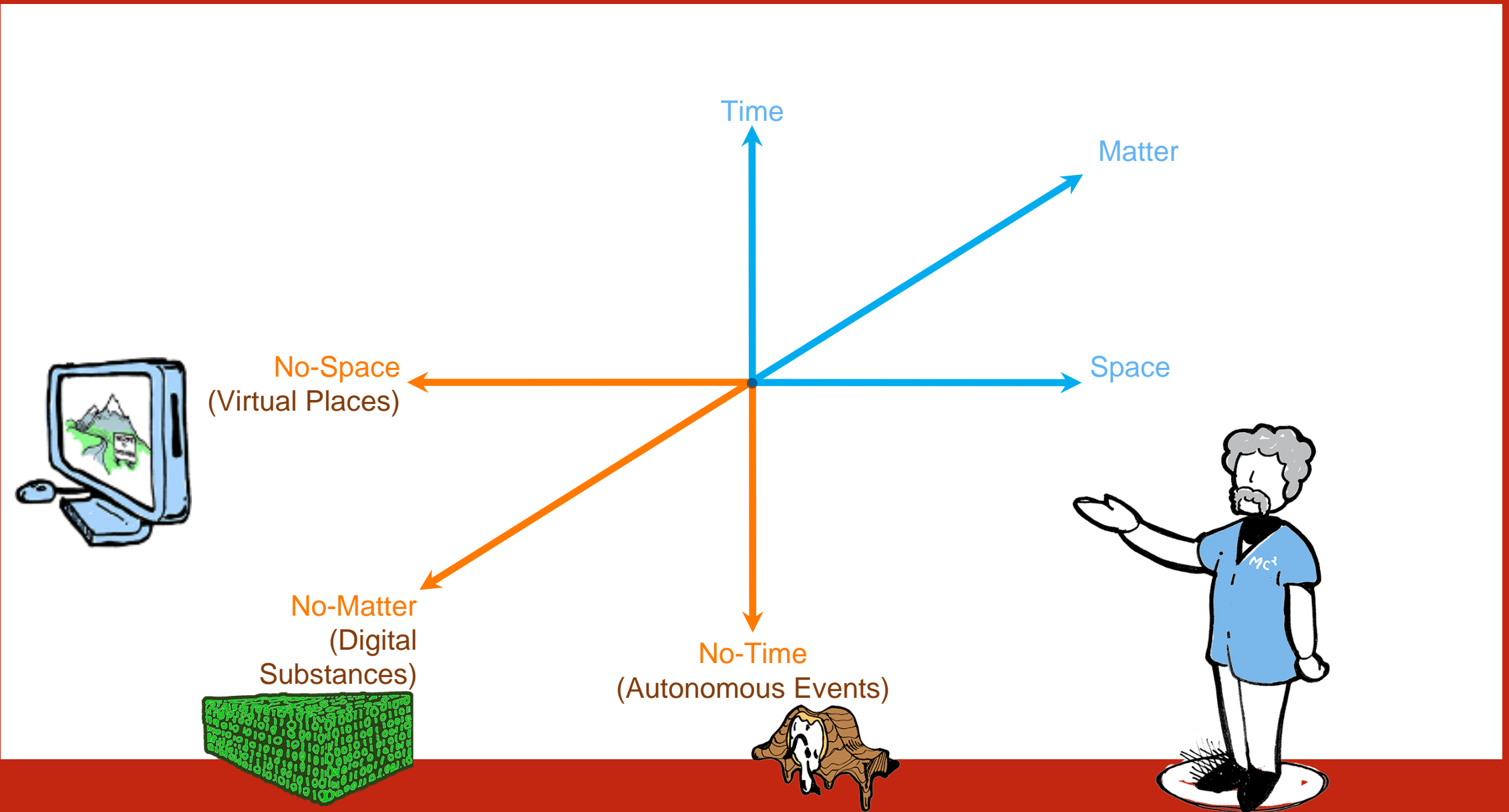


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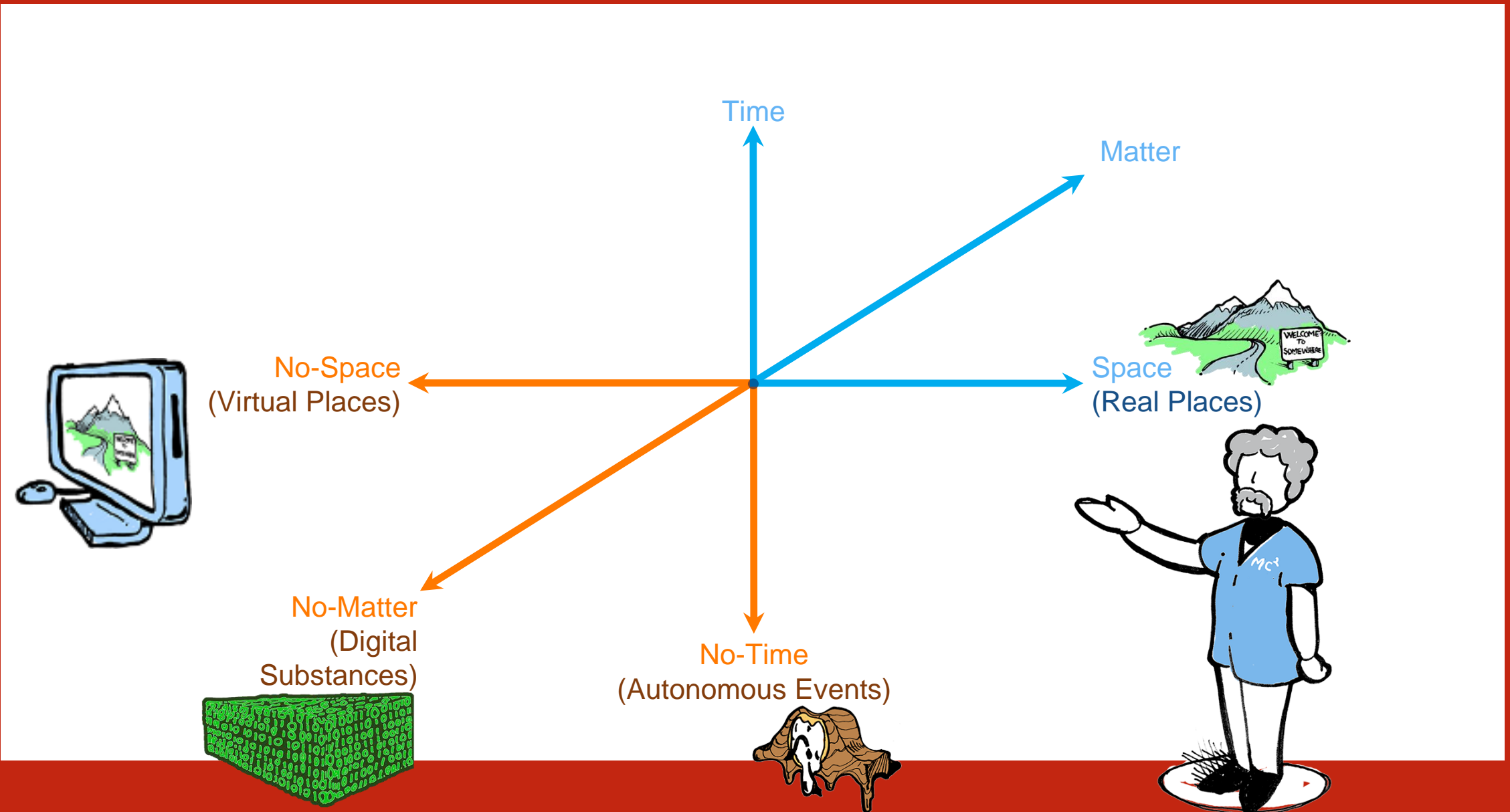
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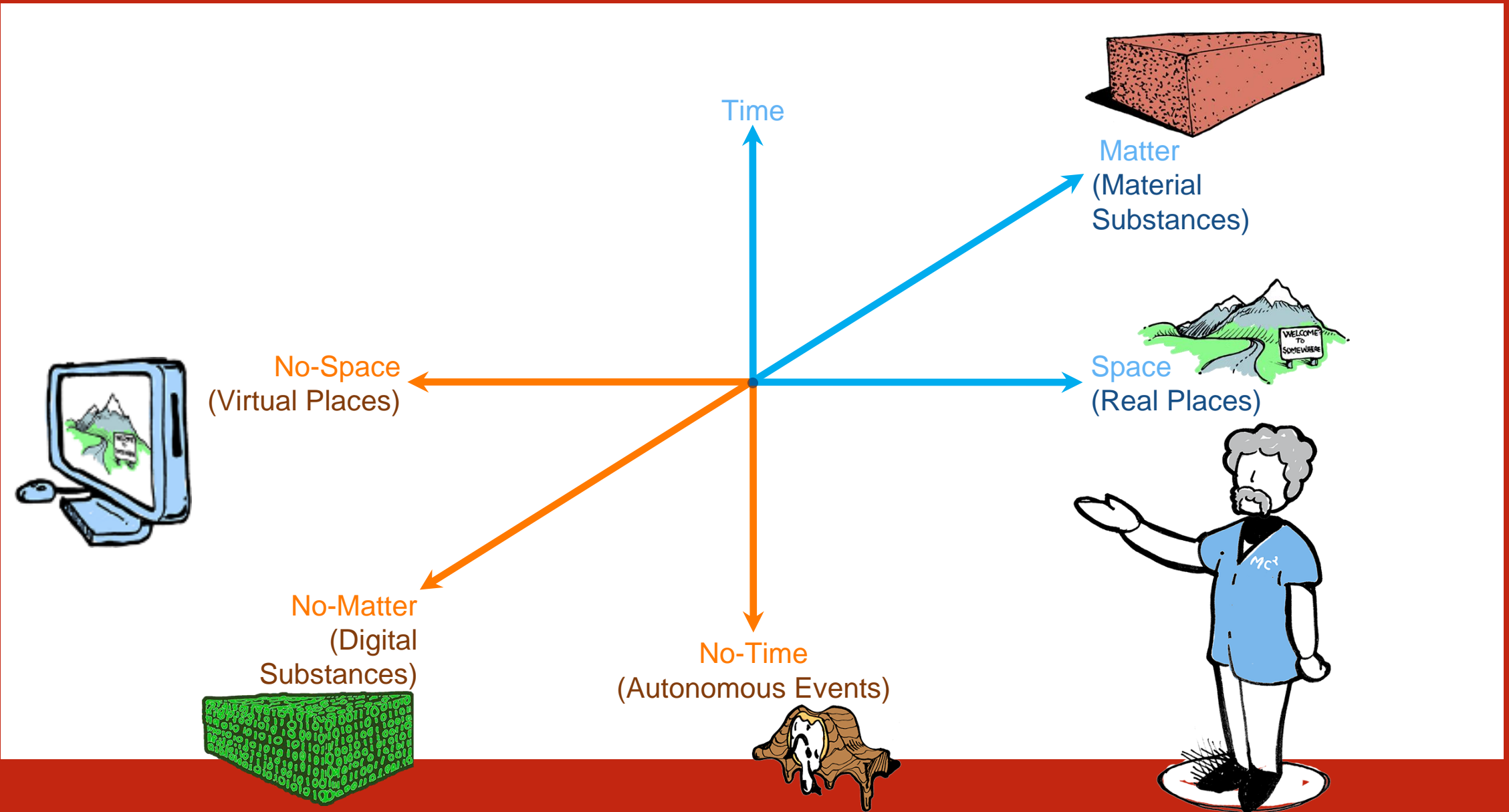
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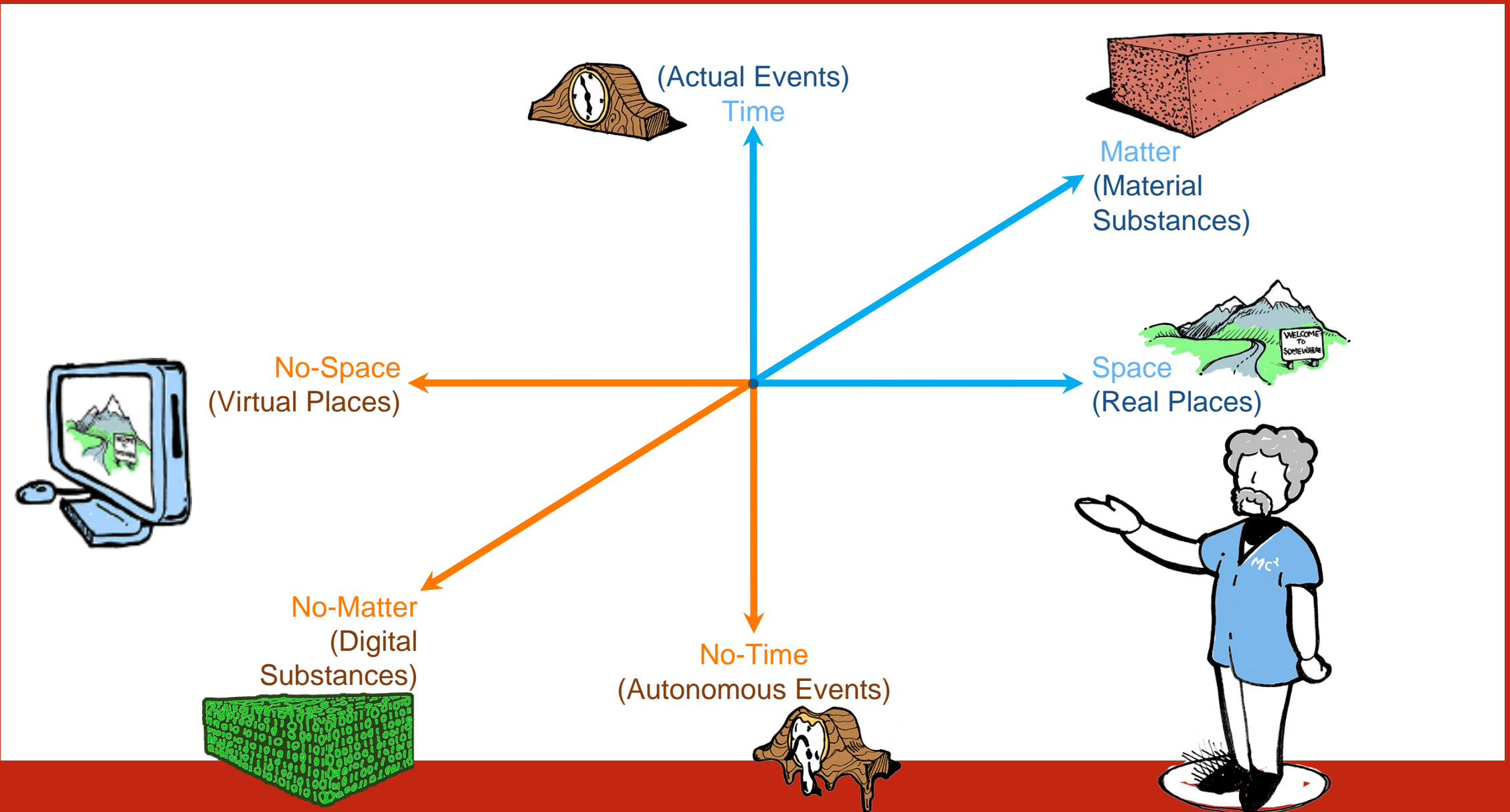
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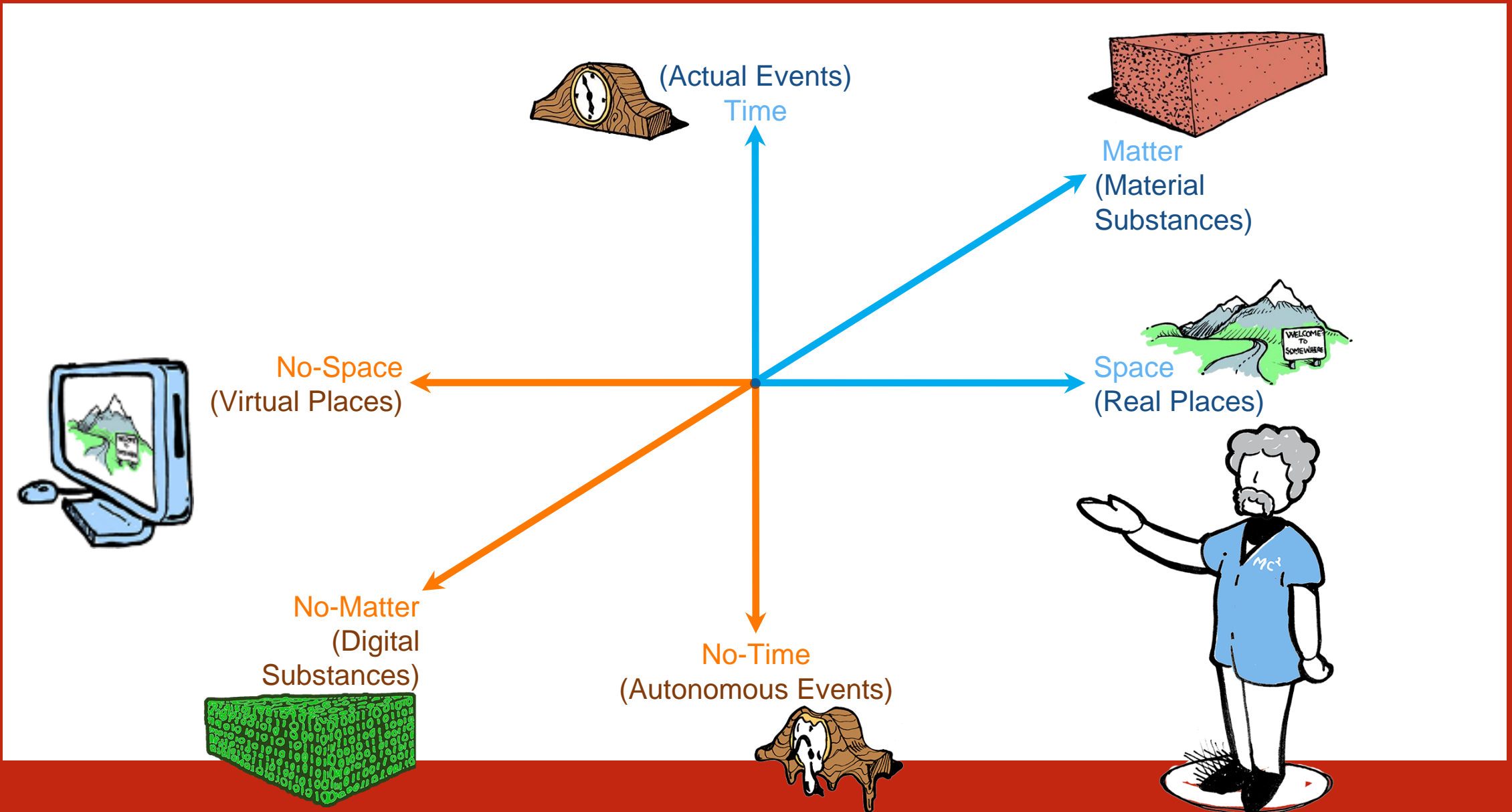
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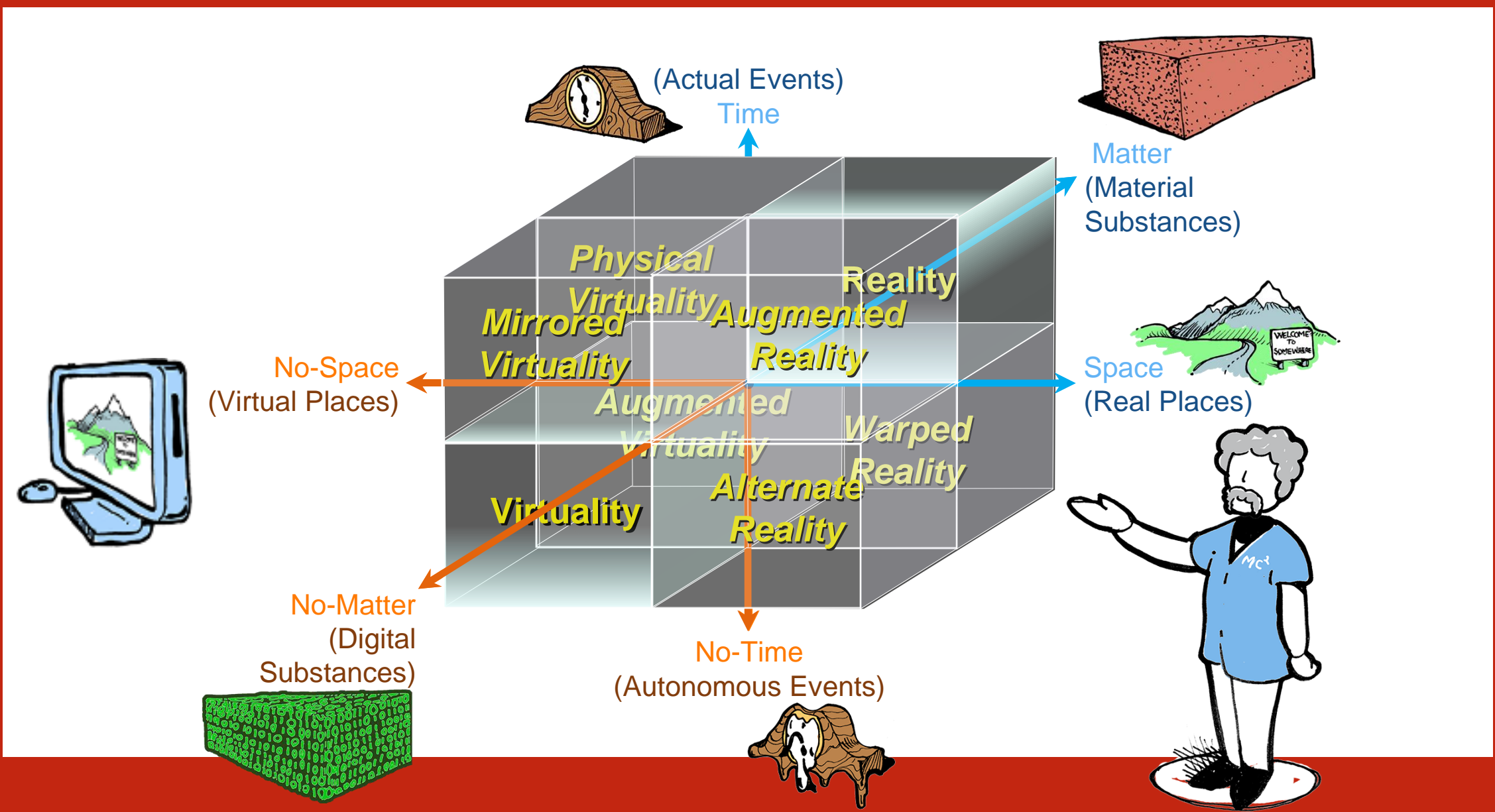
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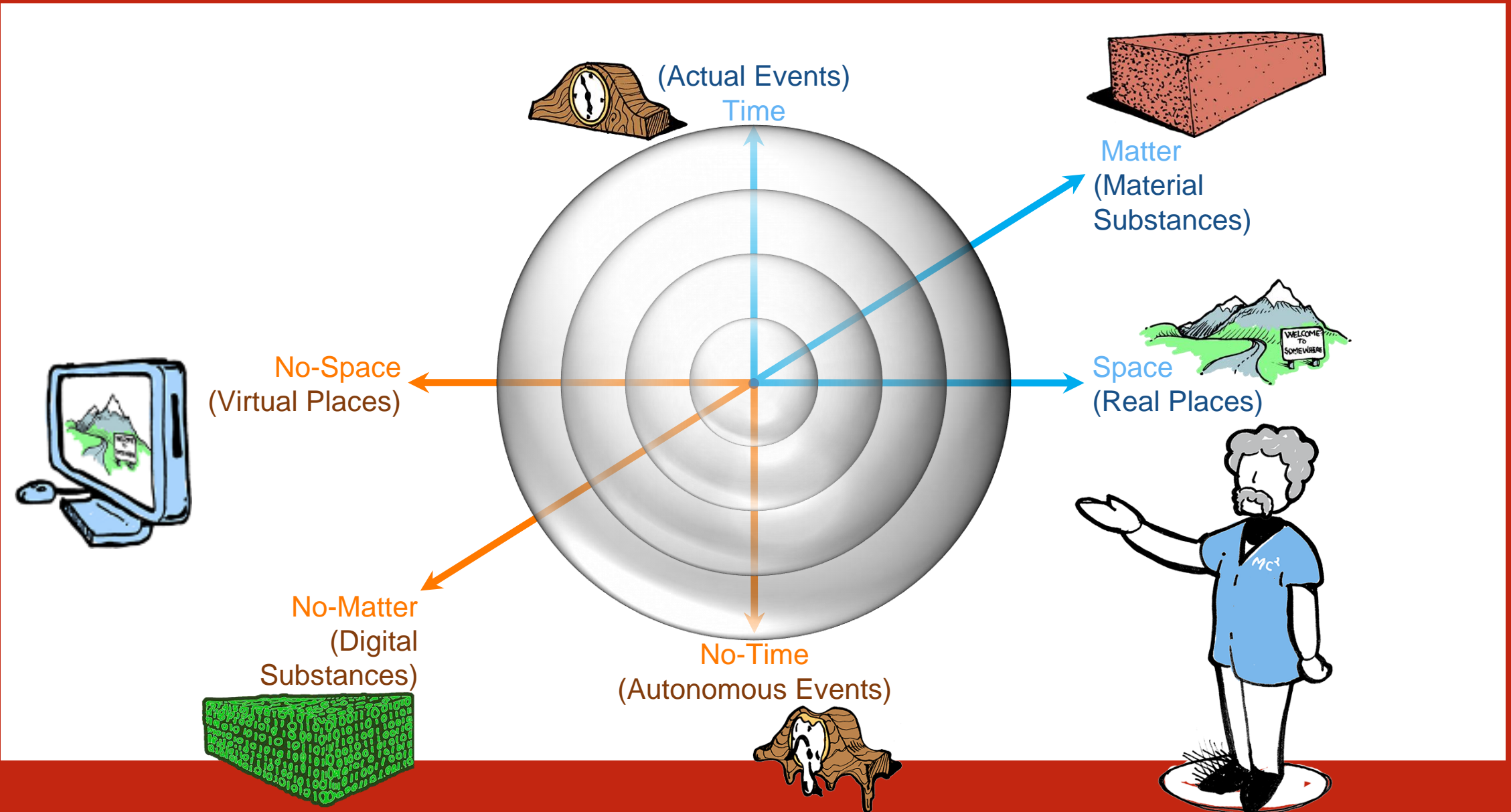
FUSING THE REAL AND THE VIRTUAL



EIGHT REALMS OF THE MULTIVERSE



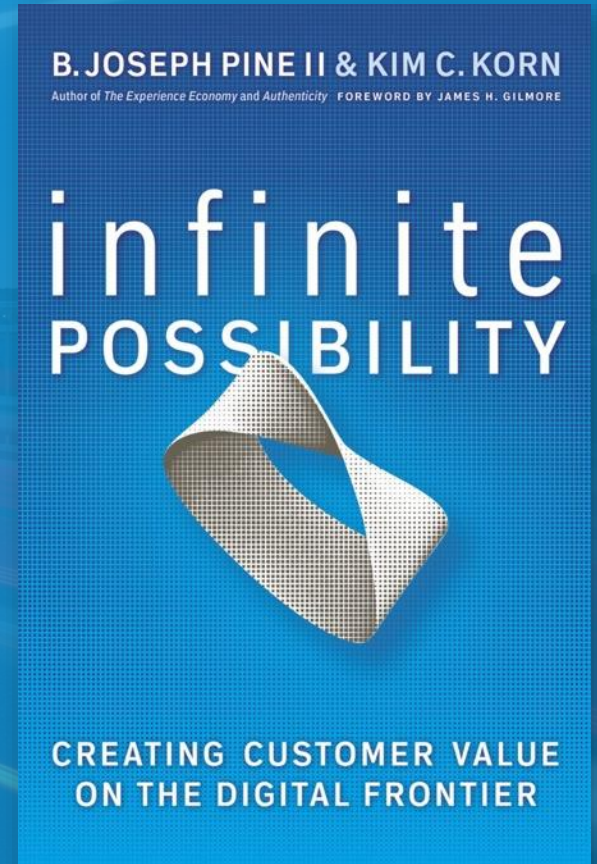
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UNDERSTANDING WHERE VIRTUAL WORLDS
STAND AMIDST INFINITE POSSIBILITY

B. JOSEPH PINE II



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