**Case questions: Data.gov**

*(Note: It would be useful for you to spend a few minutes visiting the data.gov site before addressing the case questions. Visit a few data set information (metadata) pages and try downloading some data. Also, try visiting application sites like datamasher.org.)*

1. What would you say is the primary objective of Data.gov?
   1. Has the project met those objectives (as of the events in the case)?
   2. In your opinion, what are the two most critical challenges facing Vivek Kundra going forward with the Data.gov initiative.
   3. Make recommendations how Kundra can address each of those challenges.
2. A data warehouse is generally defined as a large, enterprise-wide database that draws its data from multiple sources. With this in mind:
   1. How does data.gov differ from a traditional data warehouse?
   2. Why did they implement it this way?
   3. Do you agree with their approach? What are the advantages and disadvantages?
3. Do you agree with the decision to make “wholesale data” available through Data.gov instead of “retail data?”
   1. What are the advantages and disadvantages of that decision?
   2. Who are the major stakeholders of Data.gov and what are the specific threats and opportunities for each from that choice?
   3. Which approach is more useful to third-party application developers who want to use the data? Why?

**Case questions: Netflix Leading with Data**

*(If you’re not already familiar with their site, take a few minutes and visit Netflix.com before you answer these questions.)*

1. Describe the Netflix business model.
   1. Who are their three main customer groups? How do the differences in these groups affect the type of movies they want?
   2. What are the key strengths and weaknesses in their business model?
   3. How did their model differ from Blockbuster? If you were Blockbuster, how could you have responded?
2. Discuss the ways in which Netflix used its customer-generated data.
   1. What data (be specific) did Netflix collect regarding its customers? How did they collect it?
   2. How did it use this data to improve customer service?
   3. How did it use this data to improve its cost structure?
   4. How did it use this data to improve its logistics?
3. Since 2010 (the date of the case), Netflix has aggressively pursued their Video-On-Demand service. In 2011, their now-infamous attempt to separate VOD from their DVD-by-mail service (temporarily renamed to Quixster) was a disaster. This article summarizes the mess they made:  
   <http://theweek.com/article/index/220171/netflixs-qwikster-debacle-can-the-damage-be-undone>  
   1. Why do you think they made this mistake? Why did they think it was a good idea?
   2. How was this plan consistent with their business model? How was it inconsistent with it?
   3. What data could they have used (be specific) to predict that the change would be poorly received by customers? Did they have this data available to them? If not, how could they obtain it?

**Case questions: The Cheezburger Network**

*Before you answer these questions, check out some of the sites:*

* <http://icanhas.cheezburger.com>
* <http://memebase.cheezburger.com>
* <http://memebase.cheezburger.com/verydemotivational>

1. Explain how the Cheezburger site content is consistent with the notion of a “digital information good.” (see the reading “Publisher’s Caught in the Web” for a complete explanation of the term).
   1. Discuss the content on these sites in terms of the characteristics of information goods described on page 25 and 26 of “Publisher’s Caught in the Web.”
   2. How does Cheezeburger Network use the characteristics of digital information goods in its marketing and social media strategy?
   3. How does the company generate revenue? How are the revenue streams related?

1. What are the challenges and opportunities in providing a service like the Cheezburger sites to consumers? Specifically:
   1. Explain how the intended audience is a factor in the viability of the service.
   2. Explain how the content producers are a factor in the viability of the service.
   3. Explain how the information itself is a factor in the viability of the service.
   4. Consider WebMD, a site with a mixture of curated and user-generated content. Would Cheezburger’s business model work for WebMD? Why or why not?
2. Ben Huh, founder of the Cheezburger Network, has several options going forward regarding how to invest its recent $30 million influx of cash.
   1. Briefly explain the options, along with the pros and cons.
   2. What would you recommend Ben Huh do in the short term? The longer term?
   3. What lessons can you draw that could be applied to other areas of the publishing industry as they move to digital content?

**Case questions: deCode Genetics: Hunting for Genes to Develop Drugs   
and   
The Dark Side of Customer Analytics**

1. Compare deCODE’s attitude toward data potentially traceable to individuals differ to that of the Data.gov project.
   1. How did each prioritize privacy relative to social benefit?
   2. Was this simply a function of the type of data being collected? If not, what else might have been a factor in the difference in approach?
   3. What criteria would you apply when weighing individual privacy versus societal benefit?
2. Why do you think deCODE’s genetic database, as originally conceived, ultimately failed?
   1. Was there something they could have done (or do going forward) to give it a better chance at success? If so, what? If not, why not?
   2. Do you think the Icelandic opposition groups were justified in their concerns? Were they justified in their opposition to the premise of the database?
   3. How would you apply the lessons from the deCODE case to the IFA/Shopsense scenario in the article “The Dark Side of Customer Analytics.”
3. Review the four expert commentaries at the end of the article “The Dark Side of Customer Analytics.”
   1. Identify the commentary you agree with the most and the commentary you agree with the least.
   2. Briefly summarize their arguments and explain why you agree or disagree with them, adding your own insight and opinions.
   3. Based on your analysis, provide your own recommendations regarding what IFA/ShopSense should do with regard to their customer analytics project.