

# The Long Tail

*The New Economics of Culture and Commerce*

# The Long Tail



Why the Future of Business  
Is Selling Less of More

CHRIS ANDERSON

"Anderson's insights influence Google's strategic thinking in a profound way.  
READ THIS BRILLIANT AND TIMELY BOOK."  
—ERIC SCHMIDT, CEO, GOOGLE

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著者:Chris Anderson

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## Book Description

"The Long Tail" is a powerful new force in our economy: the rise of the niche. As the cost of reaching consumers drops dramatically, our markets are shifting from a one-size-fits-all model of mass appeal to one of unlimited variety for unique tastes. From supermarket shelves to advertising agencies, the ability to offer vast choice is changing everything, and causing us to rethink where our markets lie and how to get to them. Unlimited selection is revealing truths about what consumers want and how they want to get it, from DVDs at Netflix to songs on iTunes to advertising on Google. However, this is not just a virtue of online marketplaces; it is an example of an entirely new economic model for business, one that is just beginning to show its power. After a century of obsessing over the few products at the head of the demand curve, the new economics of distribution allow us to turn our focus to the many more products in the tail, which collectively can create a new market as big as the one we already know. The Long Tail is really about the economics of abundance. New efficiencies in distribution, manufacturing, and marketing are essentially resetting the definition of what's commercially viable across the board. If the 20th century was about hits, the 21st will be equally about niches.

## From Publishers Weekly

Wired editor Anderson declares the death of "common culture"—and insists that it's for the best. Why don't we all watch the same TV shows, like we used to? Because not long ago, "we had fewer alternatives to compete for our screen attention," he writes. Smash hits have existed largely because of scarcity: with a finite number of bookstore shelves and theaters and Wal-Mart CD racks, "it's only sensible to fill them with the titles that will sell best." Today, Web sites and online retailers offer seemingly infinite inventory, and the result is the "shattering of the mainstream into a zillion different cultural shards." These "countless niches" are market opportunities for those who cast a wide net and de-emphasize the search for blockbusters. It's a provocative analysis and almost certainly on target—though Anderson's assurances that these principles are equally applicable outside the media and entertainment industries are not entirely convincing. The book overuses its examples from Google, Rhapsody, iTunes, Amazon, Netflix and eBay, and it doesn't help that most of the charts of "Long Tail" curves look the same. But Anderson manages to explain a murky trend in clear language, giving entrepreneurs and the rest of us plenty to think about. (July)

## From Bookmarks Magazine

In *The Long Tail*, Chris Anderson offers a visionary look at the future of business and common culture. The long-tail phenomenon, he argues, will "re-shape our understanding of what people actually want to watch" (or read, etc.). While Anderson presents a fascinating idea backed by thoughtful (if repetitive) analysis, many critics questioned just how greatly the niche market will rework our common popular culture. Anderson convinced most reviewers in his discussion of Internet media sales, but his KitchenAid and Lego examples fell flat. A few pointed out that online markets constitute just 10 percent of U.S. retail, and brick-and-mortar stores will never disappear. Anderson's thesis came under a separate attack by Lee Gomes in his *Wall Street Journal* column. Anderson had defined the "98 Percent Rule" in his book to mean that no matter how much inventory is made available online, 98 percent of the items will sell at least once. Yet Gomes cited statistics that could indicate that, as the Web and Web services become more mainstream, the 98 Percent Rule may no longer

apply: "Ecast [a music-streaming company] told me that now, with a much bigger inventory than when Mr. Anderson spoke to them two years ago, the quarterly no-play rate has risen from 2% to 12%. March data for the 1.1 million songs of Rhapsody, another streamer, shows a 22% no-play rate; another 19% got just one or two plays." If Anderson overreaches in his thesis, he has nonetheless written "one of those business books that, ironically, deserves more than a niche readership"

Houston Chronicle

From Booklist

Citing statistical curves called "long-tailed distributions" because the tails are very long relative to the heads, Anderson, editor of Wired magazine, focuses on the tail, or the development in the new digital world of an infinite number of niche markets of any size that are economically viable due to falling distribution costs and in the aggregate represent significant sales. Although the author considers primarily media and entertainment companies, he also shows the long-tail effect at eBay, KitchenAid, Legos, Salesforce.com, and Google. His nine rules for successful long-tail strategies include lowering costs and thinking niche (one product, distribution method, or price does not fit all) and giving up control by sharing information and offering choices. In this excellent book, Anderson tells that "the story of the long tail is really about the economics of abundance--what happens when the bottlenecks that stand between supply and demand in our culture start to disappear and everything becomes available to everyone."

Mary Whaley

From AudioFile

Anderson's premise that Internet-based retailing and personal expression enable much wider variety and more profitable niche markets and, thus, are killing a formerly "hit-driven" culture and retail world is somewhat controversial. (Just Google THE LONG TAIL.) But this audiobook presents the argument well, with much detail and many current (late 2005) examples. Christopher Nissley's reading style fits the content; he's clipped and staccato, like Anderson's writing. His narration is helpful to the listener who prefers not to get bogged down in the theoretical and technical parts of the book. Anderson himself reads the introduction, and there's a brief author interview at the end of Disc 7, plus downloadable copies of the book's graphics. T.F.

Book Dimension

length: (cm)23.8 width:(cm)17.3

作者介绍:

Chris Anderson is editor-in-chief of Wired Magazine.

目录:

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## 标签

经济

长尾

business

Economics

Internet

经济学

eCommerce

Web2.0

## 评论

特别适合于互联网的长尾理论。

在线娱乐的世界里，不存在货架仓库成本问题，小众商品市场虽小，但需求持久稳定，足以与热卖商品市场抗衡。

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thx for the new idea

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在线销售商为利基客户群提供种类繁多数量无限的商品，使得网上商品的寿命更长、生命力更强：这就是长尾的力量。：1) 什么是“长尾”以及它能给你的业务带来什么影响；2) 追求热门产品的商业模式已经过时，它和现代的长尾经济现实有很大不同，如何认识新的潮流，如何利用新旧商业模式的差异；3) 如何针对利基客户制定价格、确定产品线和进行市场定位；4) 为什么你的业务需要网络营销。

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painfully long winded

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我们深处巨大的变革而不自知，这本书算是唤醒意识。。

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写得很细致。

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小众经济，是否真的那么好？

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最终没有完整的读完全书，但是感念基本了解了。

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2009.11.4 读完

想法有点翻翻覆覆说的感觉。但是总的来说，把互联网的这种新型经济用一个通俗的模型阐述，还算是清晰的。我不算是特别喜欢他的写作风格。结构也嫌不够紧凑。最后的感想是：B2C时代将引领下一次互联网革命：各种各样的filter。

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科技所带来的无成本无限量的货架空间与庞大的实时信息流的结合打破了大热门文化对市场的主流引导，开拓了原本非热门市场的经济荒漠，我们所表现出的消费行为：massclusivity, silvercasting, mass customization都将指向更大的长尾市场。

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Anderson has a totally different written style from his oral one. His pet phrase is you know, you know, you know... The 80/20 rule makes the business hard in the physical world. Can the things change as the digital revolution on its way. Just see.

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不要激动。有时这条尾巴会非常非常非常非常长。

很好的理论，却伴着一股子戏子腔。间隔的跑题感(wiki?)，自视甚高地撇清与80/20的关系，到底在急什么

Now the niche culture rules.

互联网经济对于商业模型的影响

Internet对商业的改变

Long Tail Market is everywhere. But to make profit by integrating all scattered niche markets into a big market is another story.

坦白讲这本书两百多页的内容用一节的篇幅就足以覆盖。剩下的部分主要是一些具体的案例。读的过程中好几次想放弃，但还是啃了下来，然后读着读着就开始庆幸没有半途而废，可见这书的信息密度很不均匀。基本上，跟一般商业书籍一样，该书几乎将世界上所有跟这一新理念 (Long

Tail) 有一点关联的事物都进行了列举和阐述，集扯淡之能事，从历史讲到未来，从娱乐讲到IT，煞有介事，不容反驳。总体来说，大概由于作者的工科出身，书中点出了长尾理论背后的数学原型：幂律分布，让人为之一震。总之，由于本书介绍的是这样一个当今世界无处不在的新理念，还是值得一读的。

看他Wired网站上讲长尾理论的文章就可以了。

2016-5-2 真的看了快2年了！

12年前的书和理论，在现在看来真的是都一一实现和对应了！

[The Long Tail 下载链接1](#)

## 书评

1897年夏天,意大利经济学家帕累托(Pareto)在研究英国社会分配的时候发现,百分之二十的人控制着百分之八十的财富。后人在现实世界里形形色色的分布里也看到了类似“少多寡众” 的现象: 大段文字里单词出现的频率、都市城镇的人口、沙粒的大小,甚至林火烧过的面积。比如,把全世...

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<http://bizchedan.blogbus.com/logs/47197198.html>

蓝长平二不是一个日本人,而是四个Idea: 蓝海战略、长尾理论、世界是平的, web2.0。把它们相提并论,不是因为都正流行,前三个还出了畅销书,依我看,是在说同一个事物,就是商业的未来。但可惜也都如同盲人摸象。这头商业...

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世界上,你可能因为错误的判断做出正确的选择,  
也可能因为正确的判断而做出的错误的选择;  
也就是说无论你的判断是正确的还是错误的,最后都可能产生错误的或者正确的结果;  
于是面对选择,我们其实根本不必判断。  
上面的这段话您要是觉得合理,或者您决定Google看看它合不合...

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作为非IT人士,出于对豆瓣的热爱还是抽空看了这部被阿北推荐过的《长尾理论》。  
就像阿北所说,要看这个理论以后10年如何颠覆流行文化。不自觉我的一些阅读方式已经受到了改变。从20世纪末的信息大爆炸到现在有最新互联网技术帮助你过滤感兴趣的  
过程,daily me这个趋势越来越不...

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<http://bizchedan.blogbus.com/logs/47197210.html>

从前有个叫刘波的人。给我们的主人公起这个名字,因为据统计这是中国人最常用的名字,有100多万,这些刘波们还在百度贴吧成立了一个刘波吧。这个刘波也是普通人,而且刘波吧跟我们这里讨论的主题也有一定的关系。初中的一...

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长尾经济: 尾巴上的火把长尾,又见长尾。THE LONG

TAIL——这个美国《连线》杂志的主编克里斯·安德森04年发明的概念在商界已颇为权威,被美国《商业周刊》评为“2005年最好的创意”,往往也被挟持为web2.0的代言。岁末,千呼万唤的中译本终于面市。长尾的年代已...

经历了用户数量增长，豆瓣将会迎来盈利的增长。这不能说是什么豆瓣变了，或者是开始要铜臭了，我认为这是一个必然的转变。

拿最近讨论的小豆来说，小豆不是什么QB，买不来什么钻，它只是用户表达自己认同感的替代物，没有小豆你在豆瓣不会落得赤身裸体。一篇文...

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1897年夏天的瑞士，一个名叫帕累托的意大利博学家在他的大学办公室中研究了19世纪英格兰的财富和收入结构。帕累托发现，英格兰的财富分配实际上并不公平——大多数财富都落到了少数人的手中。经过计算，他发现约20%的人口掌控了80%的财富，更重要的是，他还发现其他许...

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帕累托法则它的一种经典案例是“20%的产品创造了80%的营业额或利润”，这个理念影响了很多企业运营。企业在经营时总会努力找到这20%的产品，追求规模最大化或利润最大化。

但是在2004年《连线》杂志总编辑安德森宣称，在数字经济时代，所有在互联网上贩卖的商品几乎都能卖掉--...

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这是欠花橘子的文，现在也算了却心愿

豆瓣广场上线有一段时间了，并喷的评论也接近尾声了，从来都后知后觉的我这次果然错过了潮流

长尾这本书是没有看完的，废话太多，一句话可以说清楚的偏偏会花一章的笔墨来写，不知道是作者贱卖了思想还是译者的捆绑销售。不是我这个连一句...

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2006年的书，一度排斥商业类书籍之后的重拾。除了有一般美国商业书籍惯有的冗长（其实这本还好）以外，这本书在现在看来无疑预言了网络的普及给线上销售商带来的影响和对我们生活的影响。

光看题目就能知道全书的核心：供给的丰富以及网络化储存的低成本，对应着破除...

还是在飞机场，我发现在繁忙的工作与生活中，飞机场好像是一个可以真正停下来读书的地方，很偶然，在飞机场看到了这本书并开始阅读。

“长尾理论”，这个词在近一两年来一直被广为流传，我一直都对此抱有好奇之心，通过这本书，我终于对这种理论有了一个初步的认识，这种认识...

### 《长尾理论》

看完这本书才知道什么叫罗嗦。一个一页纸都不用就能讲清楚的理论用了一本书去讲述。之前也去书店翻了翻，精美的包装加排版，字体恨不得全部用一号字，搞得字没几个，书倒忒厚。三十几块钱，幸亏没买。

长尾理论：将WEB2.0，电子商务，物流配送等技术结合起...

我在家附近的一家小书店里寻到了《长尾理论》，前台的电脑检索几乎对我在货架上找到它没有任何帮助，而营业员显然也对这本陌生名字的书没有任何印象。它静静藏在距离热门畅销书6个书架之远的地方，书脊上中信的标志和书背后高昂的35.00元都让我为之躊躇。在某些人的眼里它...

长尾快成了所有互联网人的圣经了，作为一个IT公民，你如果说一下它，恐怕会被误认为是火星的侨民。所以，为了避免被地球收容所以没有暂住证为由把我遣送回火星，我还是谈一谈吧。

实际上，长尾理论说到底，还是需要我们去做短头。如果你认为长尾和它所标榜的丰裕...

古老经济学，讲述的是：稀缺资源的选择。现在，在互联网时代，有了新的丰饶经济学：长尾。

在商业市场上，资源稀缺，不仅是指物质的匮乏，更多的是指商品从生产过程到消费市场的艰难：需要专门化的生产、专门化的质量控制、市场营销等等。对应需要各行业的专门人才。一句...

作为“长尾”一词的发明人，Chris

Anderson终于推出了关于长尾的书。对于不知道何为LongTail的朋友，这是一本可以快速弄明白的好书，对于已经有所了解的朋友，这是一个重新反思的好机会。作者并没有将笔墨发得很散，而将精力集中在了LongTail的成因和产生的直接影响方面，信息...

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