

# Symmetry, Contradiction, and Duality

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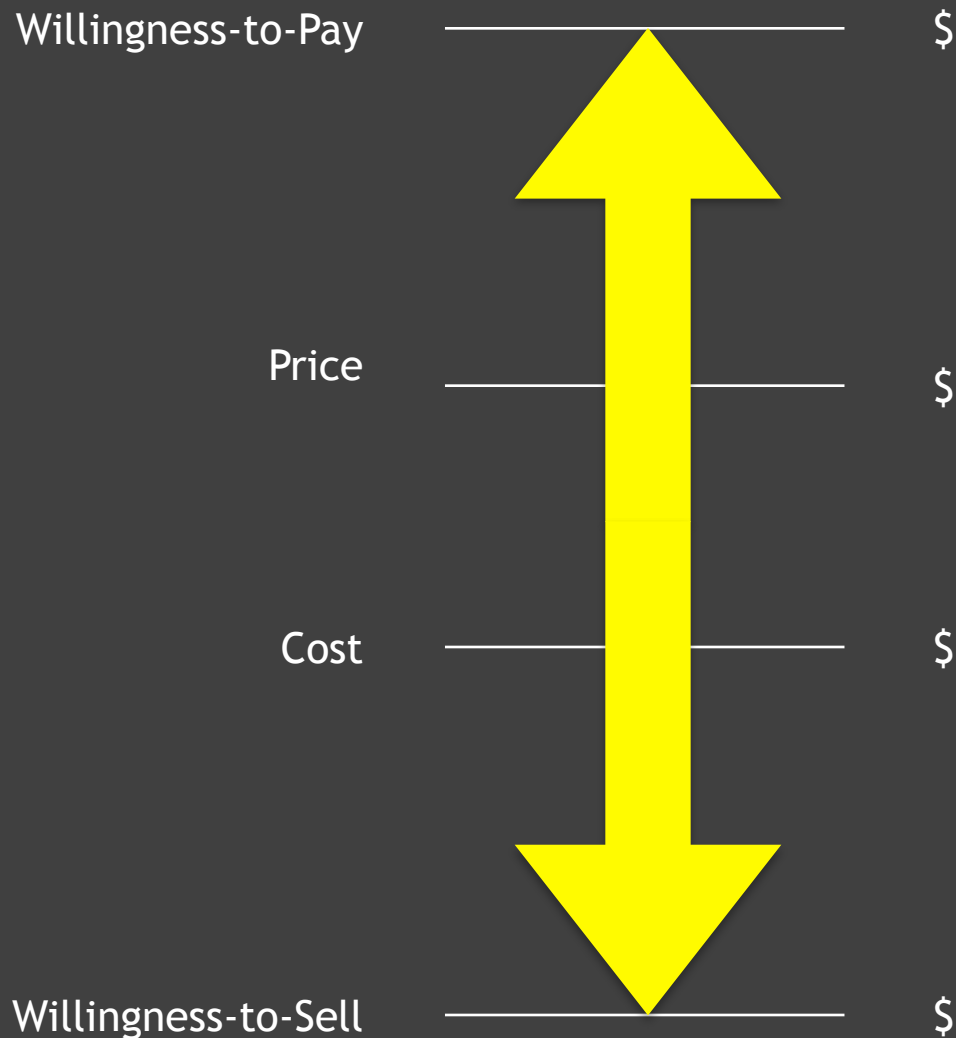
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# Symmetry: Value Creation



## Symmetry: Competition and Complementarity

Two businesses  $A$  and  $B$  are complementors with respect to a customer if

$$WTP(A \ \& \ B) > WTP(A) + WTP(B)$$

They are competitors with respect to a customer if

$$WTP(A \ \& \ B) < WTP(A) + WTP(B)$$

They are complementors with respect to a supplier if

$$WTS(A \ \& \ B) < WTS(A) + WTS(B)$$

They are competitors with respect to a supplier if

$$WTS(A \ \& \ B) > WTS(A) + WTS(B)$$

## Contradiction: Four Responses \*

1. Decide that one proposition is wrong
2. Force consistency across propositions
3. Build a paraconsistent system of propositions
4. Embrace inconsistency and its generative nature

\* Source: Alexander Bird, “What to Do When You Encounter a Contradiction,” *Medium*, April 2024, at <https://www.cantorsparadise.com/what-to-do-when-you-encounter-a-contradiction-91658beb670b>; Moshe Farjoun and Peer Fiss, “Thriving on Contradiction: Toward a Dialectical Alternative to Fit-Based Models in Strategy (and Beyond),” *Strategic Management Journal*, 2022, 340-369

du·al·i·ty

/d(y)oo'alədē/

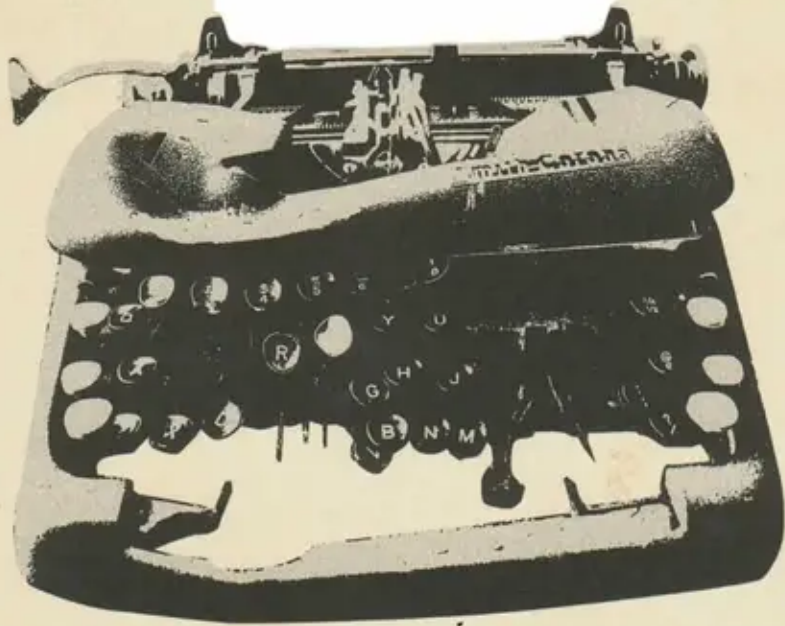
*noun*

noun: **duality**; plural noun: **dualities**

1. the quality or condition of being dual.  
“the novel’s deep duality about human motive”
  - MATHEMATICS the property of two theorems, expressions, etc., being dual to each other.
  - PHYSICS the quantum-mechanical property of being regardable as both a wave and particle.
2. an instance of opposition or contrast between two concepts or two aspects of something; a dualism.  
“the photographs capitalize on the dualities of light and dark, stillness and movement”

The Crack-Up

.....  
F. Scott Fitzgerald



“... the ability to hold two  
opposing ideas in mind at the  
same time and still retain the  
ability to function”

— *The Crack-Up*, 1936