



The Market Power of Platform-Mediated Networks

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PROS and CONS

Pros:
 - More efficient and effective
 - Better quality of information
 - Greater reach of information
 - Greater speed of information
 - Greater flexibility

Cons:
 - Lack of control
 - Lack of security
 - Lack of privacy
 - Lack of accountability
 - Lack of transparency
 - Lack of trust
 - Lack of reliability
 - Lack of integrity
 - Lack of honesty
 - Lack of sincerity
 - Lack of genuineness
 - Lack of authenticity
 - Lack of originality
 - Lack of uniqueness
 - Lack of individuality
 - Lack of distinctiveness
 - Lack of memorability
 - Lack of recognizability
 - Lack of searchability
 - Lack of accessibility
 - Lack of portability
 - Lack of interoperability
 - Lack of compatibility
 - Lack of compatibility
 - Lack of compatibility

Five Areas of Technology Platforms

1. **Infrastructure** - provides the basic building blocks for all other services.
 2. **Application** - provides the user interface and the logic for the application.
 3. **Integration** - provides the ability to connect different applications and data sources.
 4. **Analytics** - provides the ability to collect, process, and analyze data.
 5. **Security** - provides the ability to protect data and systems from unauthorized access and use.

How to Build Digital Business Technology Platform

1. **Define the business model** - Determine the value proposition, revenue model, and target market.
 2. **Choose the technology stack** - Select the tools and services that will support the business model.
 3. **Build the platform** - Develop the infrastructure, application, and integration layers.
 4. **Test and launch** - Conduct thorough testing and then launch the platform to the market.
 5. **Monitor and optimize** - Track performance and user feedback to continuously improve the platform.

Definition of a Digital Platform

A digital platform is a software-based system that enables multiple users to interact and exchange value. It typically consists of a set of APIs, a user interface, and a data layer. Digital platforms can be used for a wide range of purposes, including social networking, e-commerce, and business-to-business transactions.

So what is a PLATFORM?

A platform is a **slap-and-play** business model that allows multiple participants (producers and consumers) to interact with each other and create and exchange value.



The Nature of Digital Technology Platform

Digital technology platforms are characterized by their ability to connect multiple users and facilitate interactions between them. They typically consist of a set of APIs, a user interface, and a data layer. Digital platforms can be used for a wide range of purposes, including social networking, e-commerce, and business-to-business transactions.

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Background

The background of digital technology platforms is rooted in the convergence of various technologies, including cloud computing, mobile devices, and social media. This convergence has enabled the development of platforms that can connect people and businesses in ways that were previously impossible.

Scenarios

Digital technology platforms can be used in a variety of scenarios, including social networking, e-commerce, and business-to-business transactions. They can also be used to create new business models and to improve existing ones.

Examples of Digital Technology Platforms

Examples of digital technology platforms include social media (Facebook, Twitter, LinkedIn), e-commerce (Amazon, eBay), and business-to-business (Salesforce, SAP). Other examples include ride-sharing (Uber, Lyft) and food delivery (DoorDash, Uber Eats).

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Background

In October 16-20, 2016, analysts gathered together to examine the next evolution of digital business during the Gartner Symposium

It is said that the Global IT Spending is projected to grow by 2.9% in 2017

According to Gartner, there is a need to build an infrastructure that is not just going to reshape the business but also the way people live. He also believes that CIOs are the builders of the infrastructure which he calls the civilization infrastructure.

CIOs ARE IMPORTANT because they will build the platform that will change the society and the way people live.

The new digital platform consists of five domains: traditional IT systems, customer experience, The Internet of Things (IoT), intelligence and the ecosystem foundation.

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Each of these domains are interconnected and interdependent.

Quick Trivia

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Examples of Digital Technology Platforms

- Google search engine: “advertising” business model.
- Social platforms: Facebook, Twitter, Instagram, LinkedIn – “advertising” business model.
- Knowledge platforms aka forums such as StackOverflow – “advertising” business model. Thecasesolutions.com
- Application stores: Apple/Google Play – “digital good” business model.
- Market places: Amazon market place, shopping engines: “ecommerce” business model.
- Media platforms: Spotify, Deezer – “subscription” business model.
- Affiliate platforms: Commission Junction ... – “earn as you perform” business model.
- Crowd-sourcing platforms: Uber, BlablaCar, AirBnB – “pay as you go” business model
- Repository platforms: GitHub – “freemium” business model: you pay only if you don’t want to share your code with the community.
- Infrastructure platforms (IaaS): AWS, Azure – “pay as you go” business model
- Classifieds platforms: real estate ... – “advertising” business model

So what is a PLATFORM?



A platform is a plug-and-play business model that allows multiple participants (producers and consumers) to connect to it, interact with each other and create and exchange value.

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How to Build a Digital Business Technology Platform

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Digital business is the creation of new business designs by blurring the boundaries between the digital and physical worlds due to the convergence of people, business and things. To cities, digital business means smart cities with connected parking, facilities and services. To manufacturers, digital business can mean connected factories and the industrial internet. To others, the notion of ecosystem or platform businesses (such as Airbnb and Uber) come to mind. Regardless of the variety of digital business, most enterprises do not have the technology components to support the new capabilities and models.

A digital business requires much more than technology (for example, leadership, talent and skills, and new business models). All of these areas are covered in "Building the Digital Platform: The 2016 CIO Agenda." However, from a technology perspective, many will expect the CIO and the IT team to lay out the technology foundation (see Figure 1). At a minimum, the IT organization needs to be able to design the "big picture" of all the new information and technology capabilities required to support digital business. IT can then work with the rest of the organization to define who — if not IT — will build/fund/support/own these major components. (Note that the focus of this research is to present the big picture, not to provide guidance on who should build/own/support each of the components.)

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#1 It is a technology-enabled business model.

#2 It facilitates exchanges between multiple groups – for example end users and producers – who don't necessarily know each other.

#3 It offers a value that is proportional to the size of the community. There are network effects. A Digital Platform is worth nothing without its community.

#4 It is a trust enabler : it must generate trust with clear general terms and conditions regarding the intellectual property and data ownership. It also helps consumers and providers to trust each other within the network thanks to scoring mechanisms.

#5 It has open connectivity : it shares data with 3rd party developers to create new services and extend the ecosystem. This is done with APIs and participates to the API economy.

#6 It can scale massively to address millions of consumers without performance degradation.

#7 It offers compelling user experience: easy to use, no training needs, self-service.

#8 It has innovative business models based on the immediate value.

Five Areas of Technology Platforms

- Information systems platform — Supports the back office and operations, such as ERP and core systems.
- Customer experience platform — Contains the main customer-facing elements, such as customer and citizen portals, multichannel commerce and customer apps.
- Data and analytics platform — Contains information management and analytical capabilities.
Data management programs and analytical applications fuel data-driven decision making, and algorithms automate discovery and action.
- IoT platform — Connects physical assets for monitoring, optimization, control and monetization. Capabilities include connectivity, analytics and integration to core and OT systems.
- Ecosystems platform — Supports the creation of, and connection to, external ecosystems, marketplaces and communities. API management, control and security are its main elements.

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