



## Anticipating alternative futures for platform economy

The XXVIII ISPIM Innovation Conference  
Austria, Vienna 18-21 June 2017

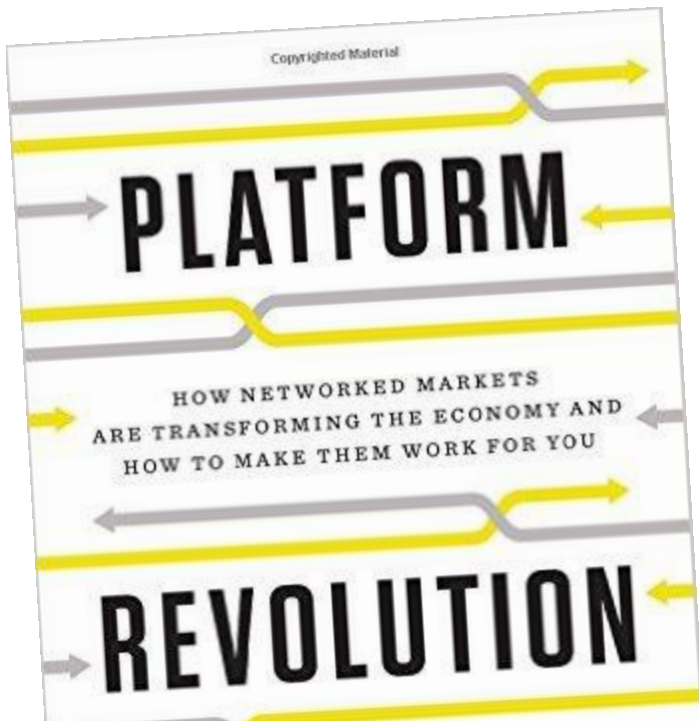
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BUSINESS MODELS

## How Platform Businesses are Transforming Strategy

by Marshall W. Van Alstyne

APRIL 07, 2016, 12:00PM - 1:00PM EDT



## The Rise of the Platform Enterprise

A Global Survey

Among the hype, there is a need for sensemaking of impacts & opportunities

## PLATFORM ECONOMY

Ecosystems are the new bedrock of digital.

19/06/2017

DISRUPTIVE INNOVATION

## Why Platform Disruption Is So Much Bigger than Product Disruption

by Juan Pablo Vazquez Sampere

APRIL 08, 2016

## Alternative futures and what to do

***What are platform ecosystem options  
from a national perspective  
within different  
global development scenarios?***

# Platform?

*"Shared social and technological structures that connect multiple producers and users of services, products and social value"*



## Platform economy?

*“The value creation system consisting of platforms”*

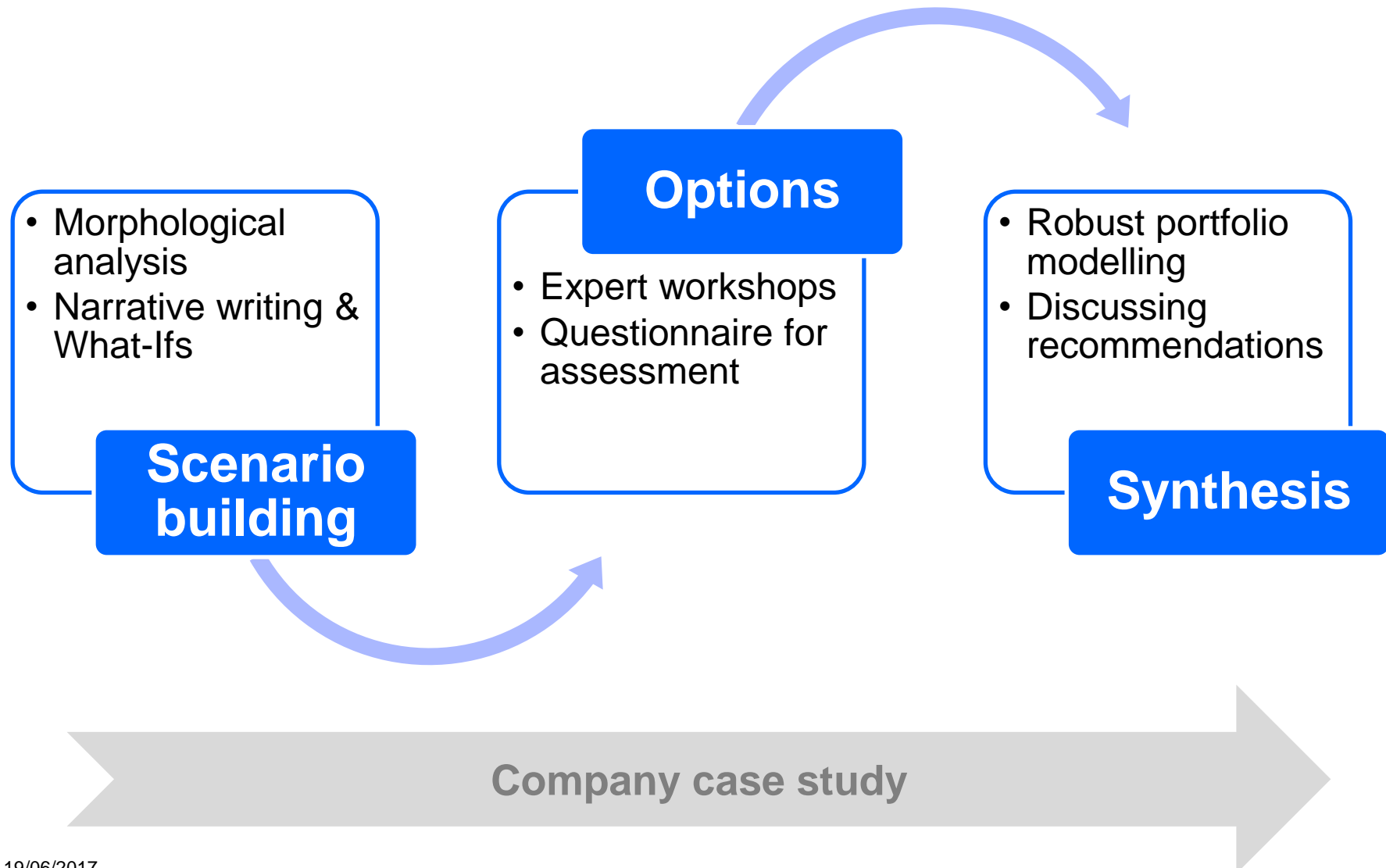
Key characteristics compared to “traditional economy”:

**Network  
effects**

**Multi-sided  
markets**

**Importance  
of data**

# Process and methods



# Scenario building: key uncertainties

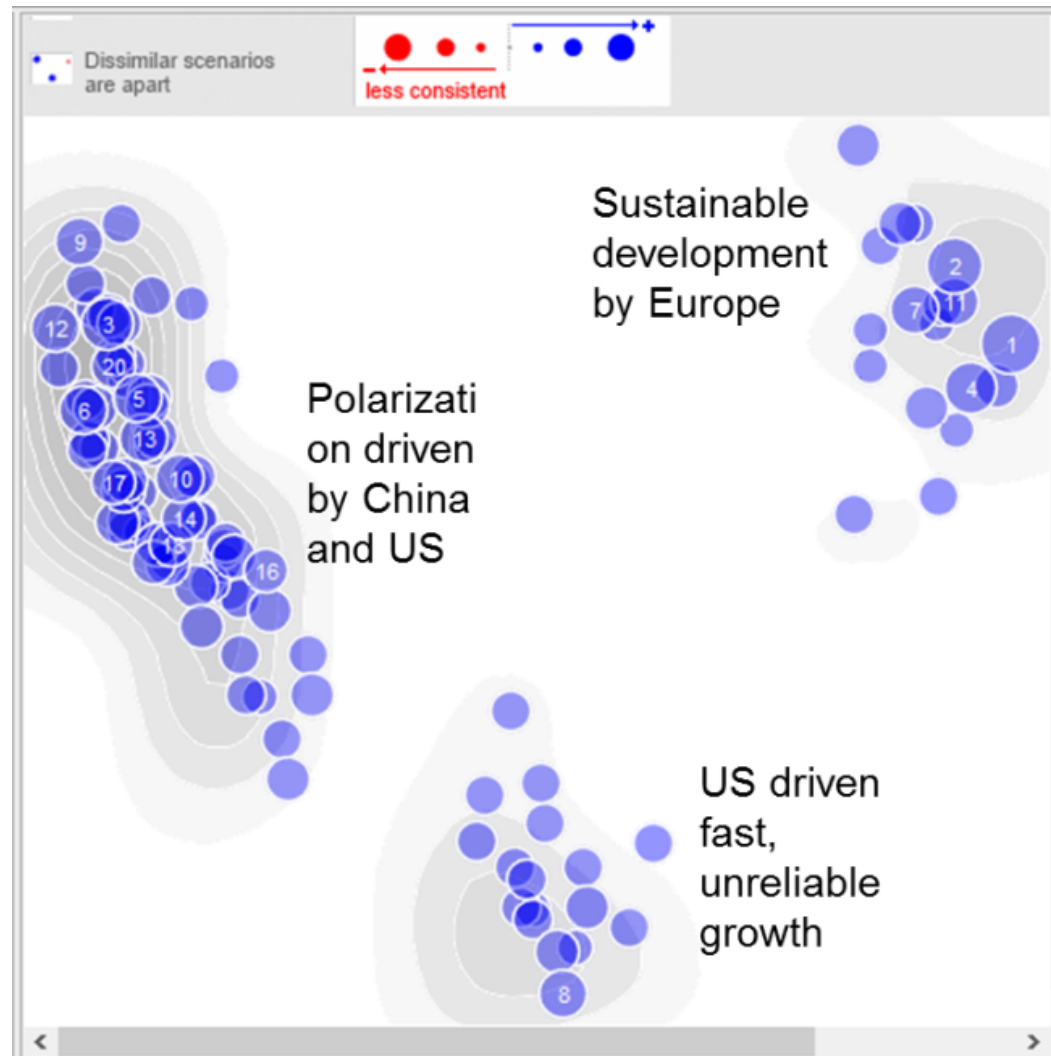
PLATFORM GEOPOLITICS	CENTRAL ACTORS THAT SHAPE	DATA TRANSFER	REGULATORY ENVIRONMENT	ECONOMY	CONSUMERS REALITY	PLATFORM STRUCTURE
US dominance	Few competing global consortiums	Reliable and open	Strongly regulated by governments	exponential growth	Polarization of consumers: haves & have-	Open, cross platform, cross M2M, C2C, B2B
US-China duopoly	Users; prosumers, sme-	Temporary problems that are solved	Asymmetric	Global financial system collapses	Sustainability is the key value	Dedicated closed or local platforms
Europe is a driver	Governments	Total collapse of internet	Market driven development	Sustainable growth	No trust on technology	Layers: metaplayers, orchestrators,
			Taxation systems revolutionary	Polarization of the economic growth	No jobs, automation	Myriads of competing ecosystems







# Consistent and dissimilar scenarios



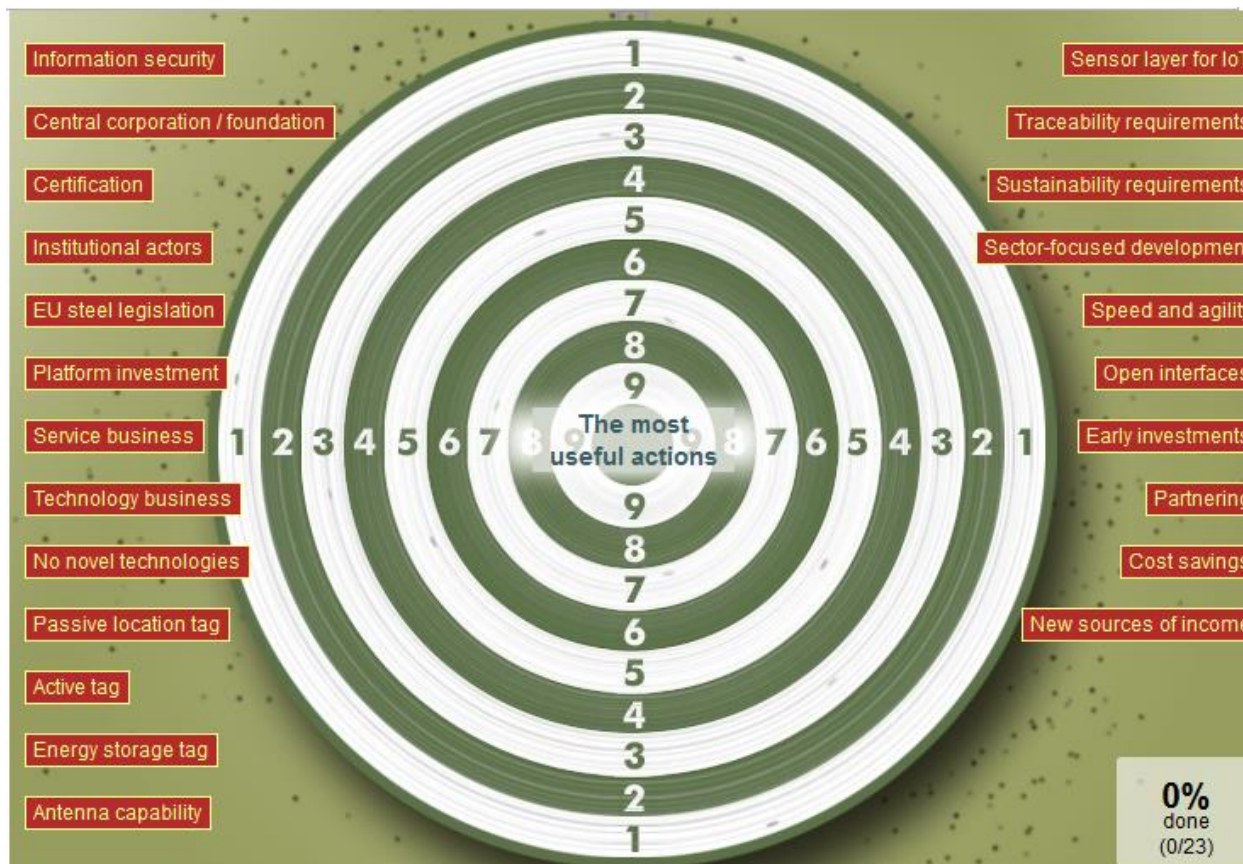
## Three scenarios

Polarization  
driven by  
China and US

Sustainable  
development  
by Europe

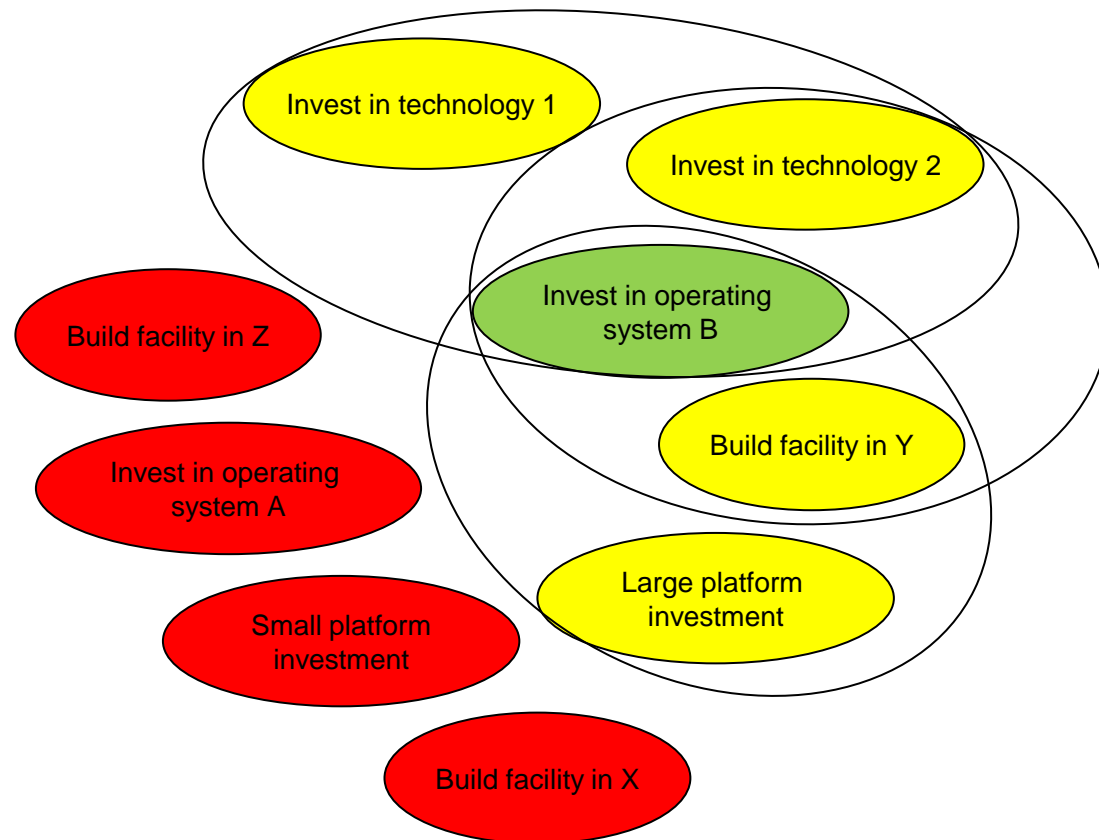
US driven fast,  
unreliable  
growth

# Options: assessment questionnaire



# Building a robust strategy – from scenario thinking to action

- Strategy as a combination of initiatives
  - Recognize critical investments
  - Maintain a portfolio of strategic options
- Calculate the feasible portfolios
  - Dependent on the scenarios
- Which actions to take no matter what?



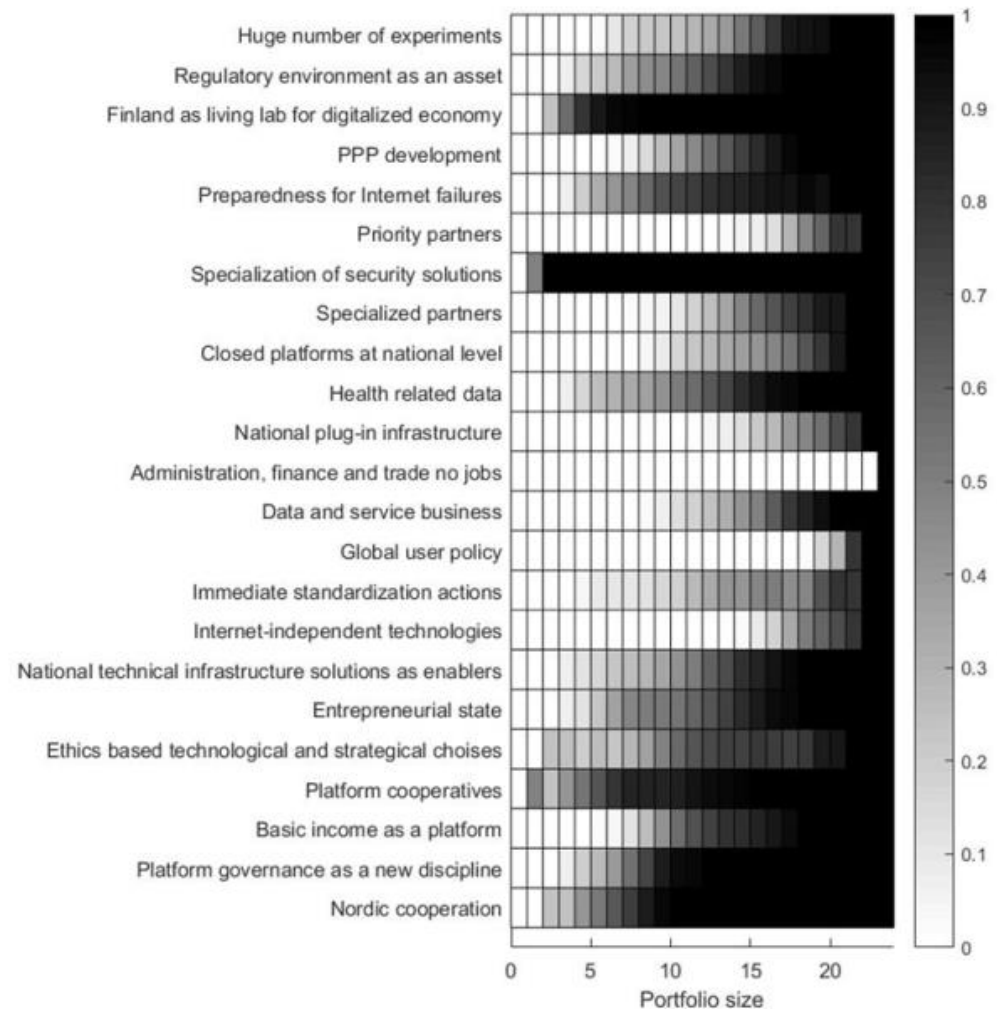
# Portfolios of options: example

If only 5 strategy actions are possible to implement

1. Specialization into security solutions
2. Living lab for digitalized economy
3. Platform cooperatives
4. Nordic cooperation
5. Preparedness for Internet failures

If 10 then

6. Platform governance as a new discipline
7. National technical infrastructure solutions as enablers
8. Regulatory environment as an asset
9. Health related data
10. National technical infrastructure solutions as enablers



# Key principles for a small open national economy

**Integration of private and public sector competences**

**Attractive national vision(s)**

**Fast actions**

**No need for prominent subsidies to the private sector platform development**

## Takeaway message

***Prepare for multiple futures  
to balance the hype***



# PLATFORM VALUE *Now*

Value capturing in the fast emerging platform ecosystems

[www.platformvaluenow.org](http://www.platformvaluenow.org)

## Consortium Partners

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## Financiers

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