



Platform economy beyond the hype

Sensemaking of signals using alternative frames

Building Expertise for Innovation 27.4.2017

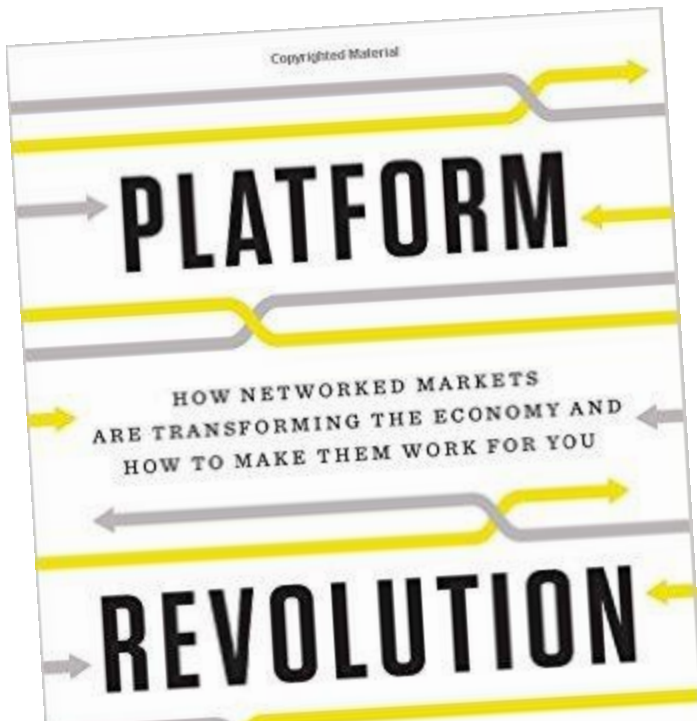
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The Rise of the Platform Enterprise
A Global Survey

Among the hype, there is a need to make sense of what is essential

PLATFORM ECONOMY

Ecosystems are the new bedrock of digital.

28/04/2017

Why Platform Disruption Is So Much Bigger than Product Disruption

by Juan Pablo Vazquez Sampere

APRIL 08, 2016

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 platforms”

Key characteristics compared to “traditional economy”:

**Network
effects**

**Multi-sided
markets**

**Importance
of data**

Our focus is on **platform economy as a phenomenon**

Frames for sensemaking

**Viewing platform
economy
through
metaphors**

**Positioning
horizon
scanning signals
to multiple levels**

**Identifying the
dynamics from
enablers to
impacts**

**Building
narratives of the
overall changes**

Metaphors

Mechanism for transforming
input to output

Machine

Organism

Network of actors serving
a common purpose

Disruptor deconstructing
existing structures

Carnival

Postmodern

Functional

Mechanism for
shaping
behaviour

**Psychic
prison**

Emancipatory

Brain

Central node or
protocol for
coordinating action

Platform

Tool for control

**Instrument
of
domination**

Interpretive

**Flux and
transform**

System of information
flows

Complement or disruptor
of institutional structure

**Political
system**

Culture

Shared code of conduct
based on an ideology

Multi-level perspective

Landscape developments

Things that create pressure for change:
Megatrends, global developments, "known knowns"

Socio-technical regime

Assumptions about the current state;

Factors that open up the window for change:
wild cards, weak signals, black swans;

Transition pathways and their level of maturity

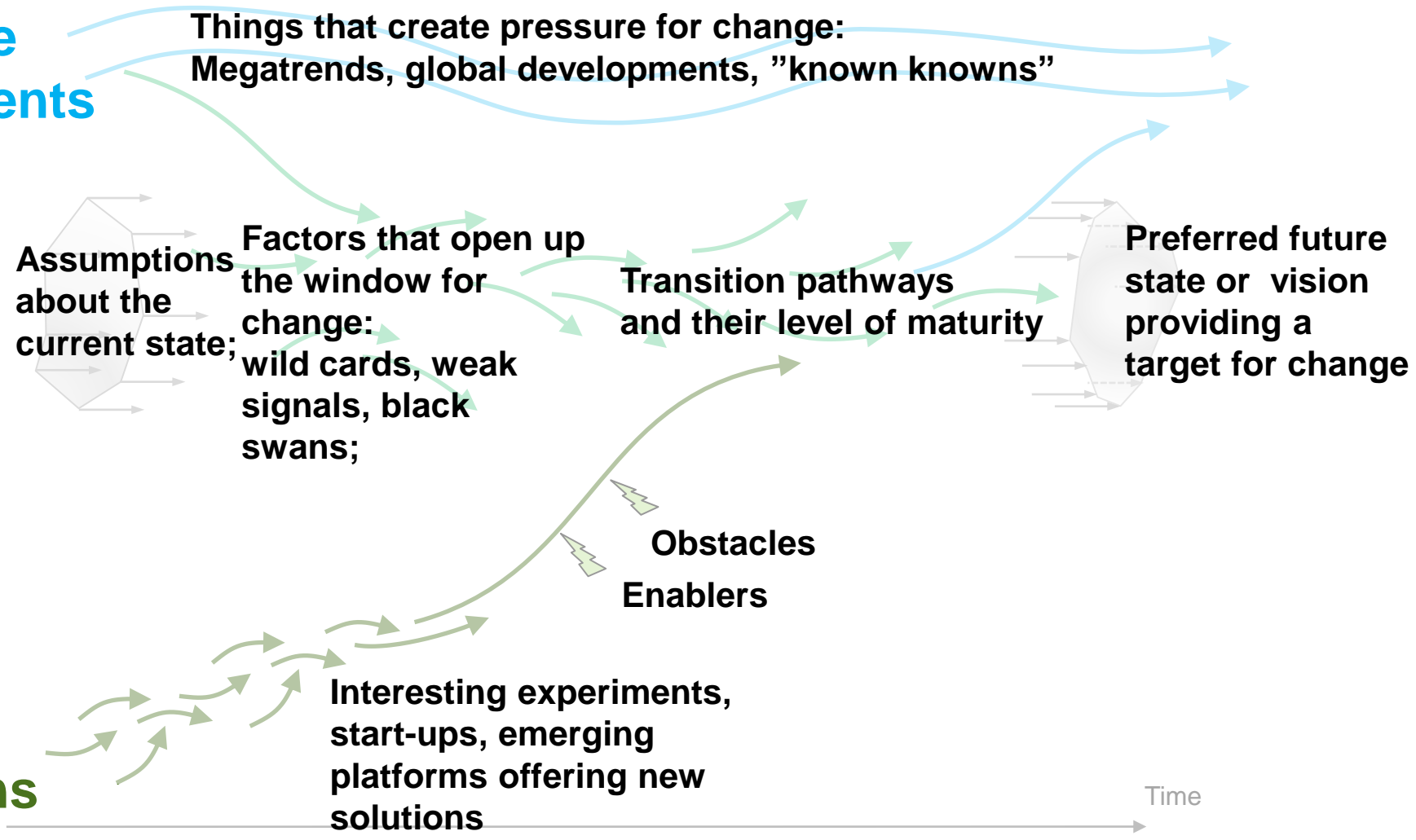
Preferred future state or vision providing a target for change

Obstacles
Enablers

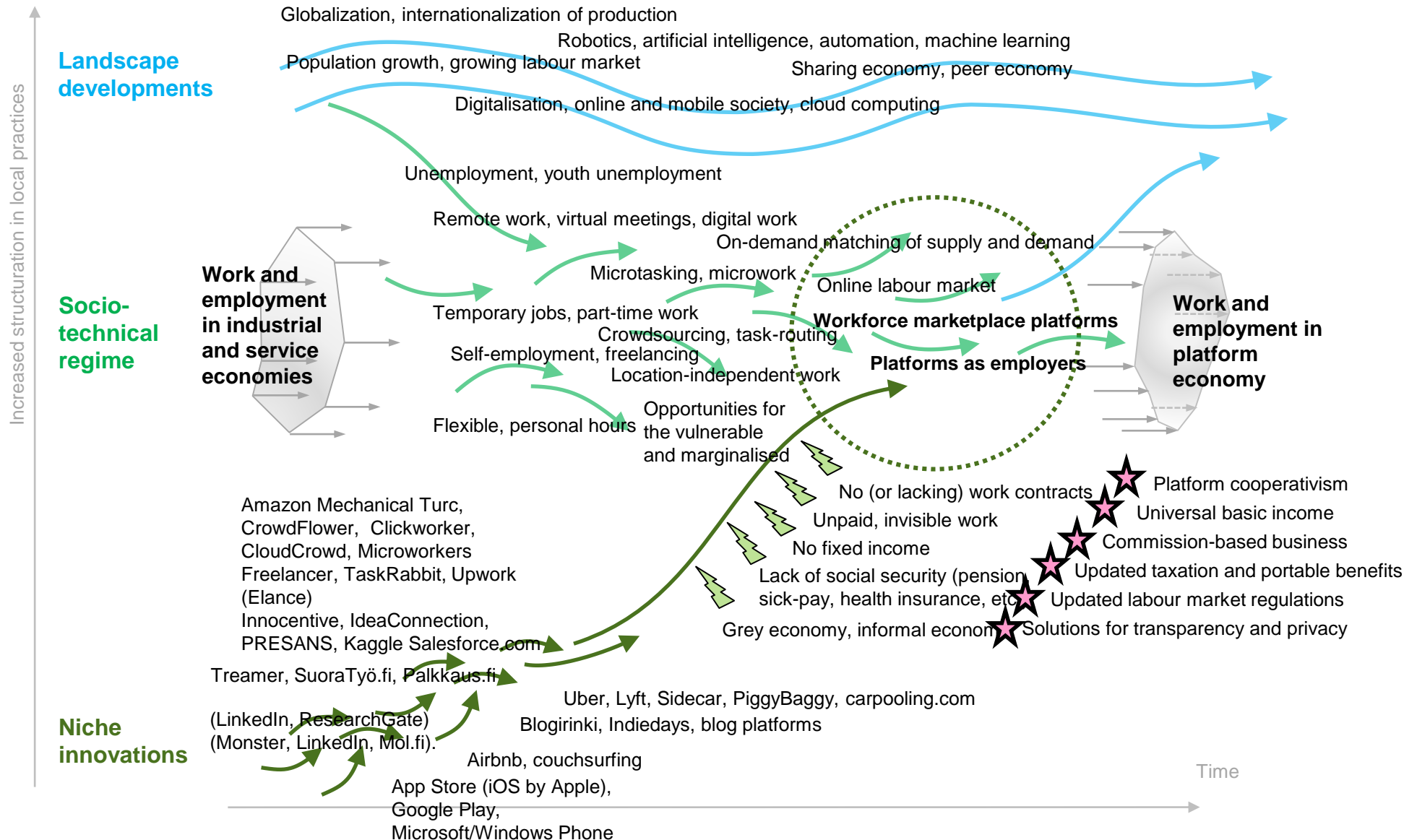
Niche innovations

Interesting experiments, start-ups, emerging platforms offering new solutions

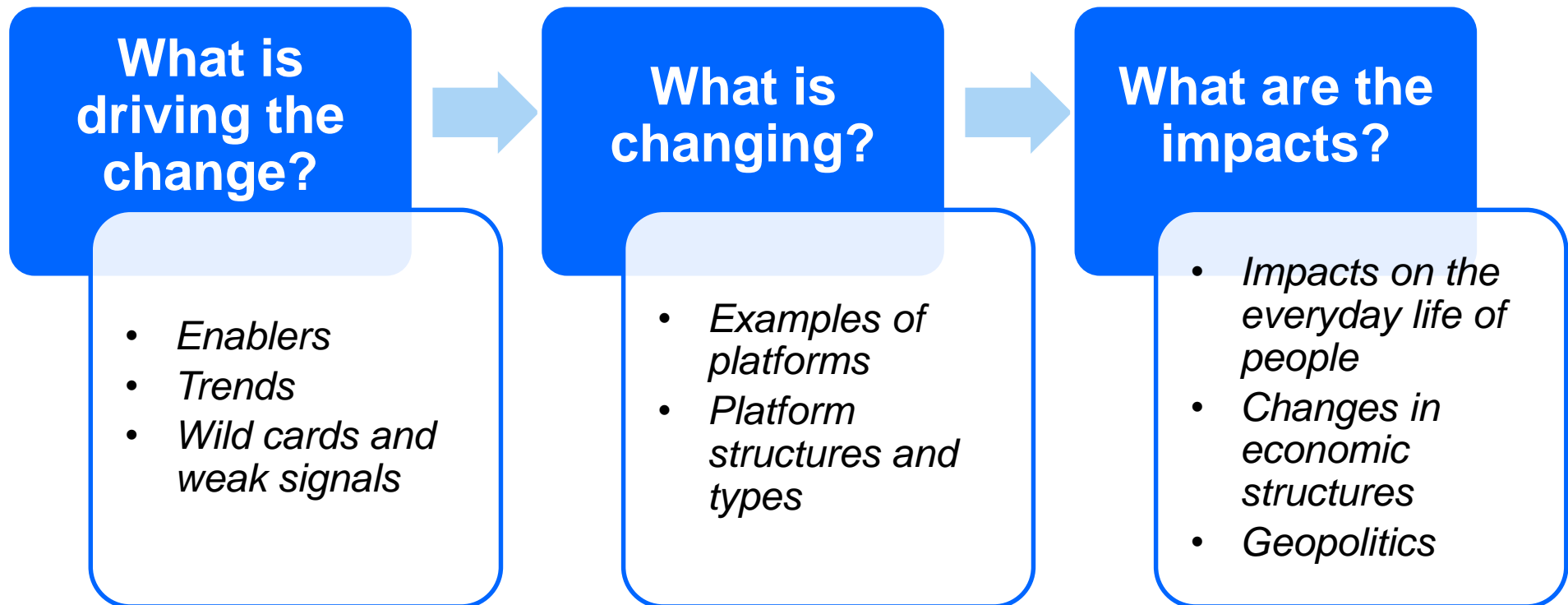
Time



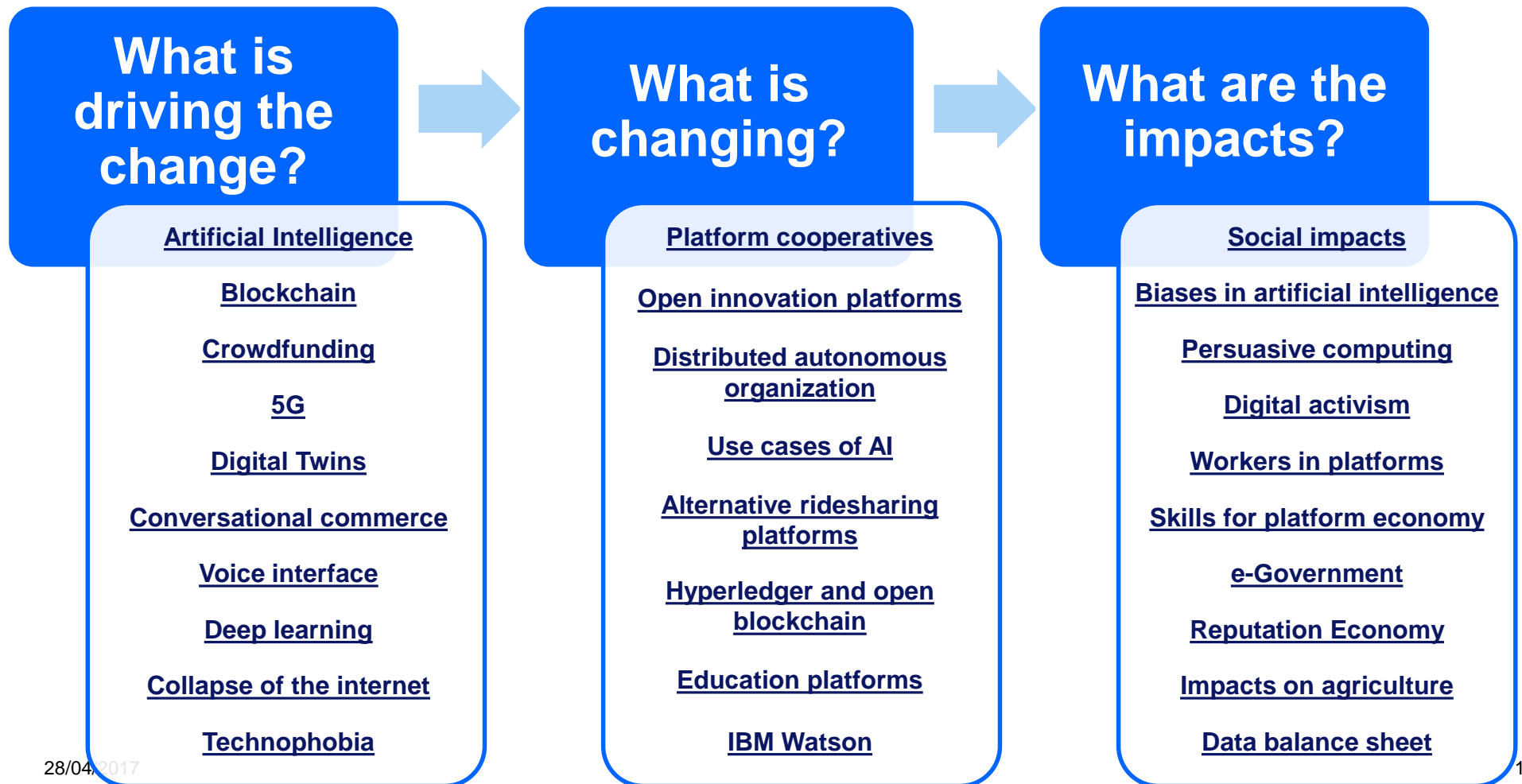
Work and employment: transition to platform economy



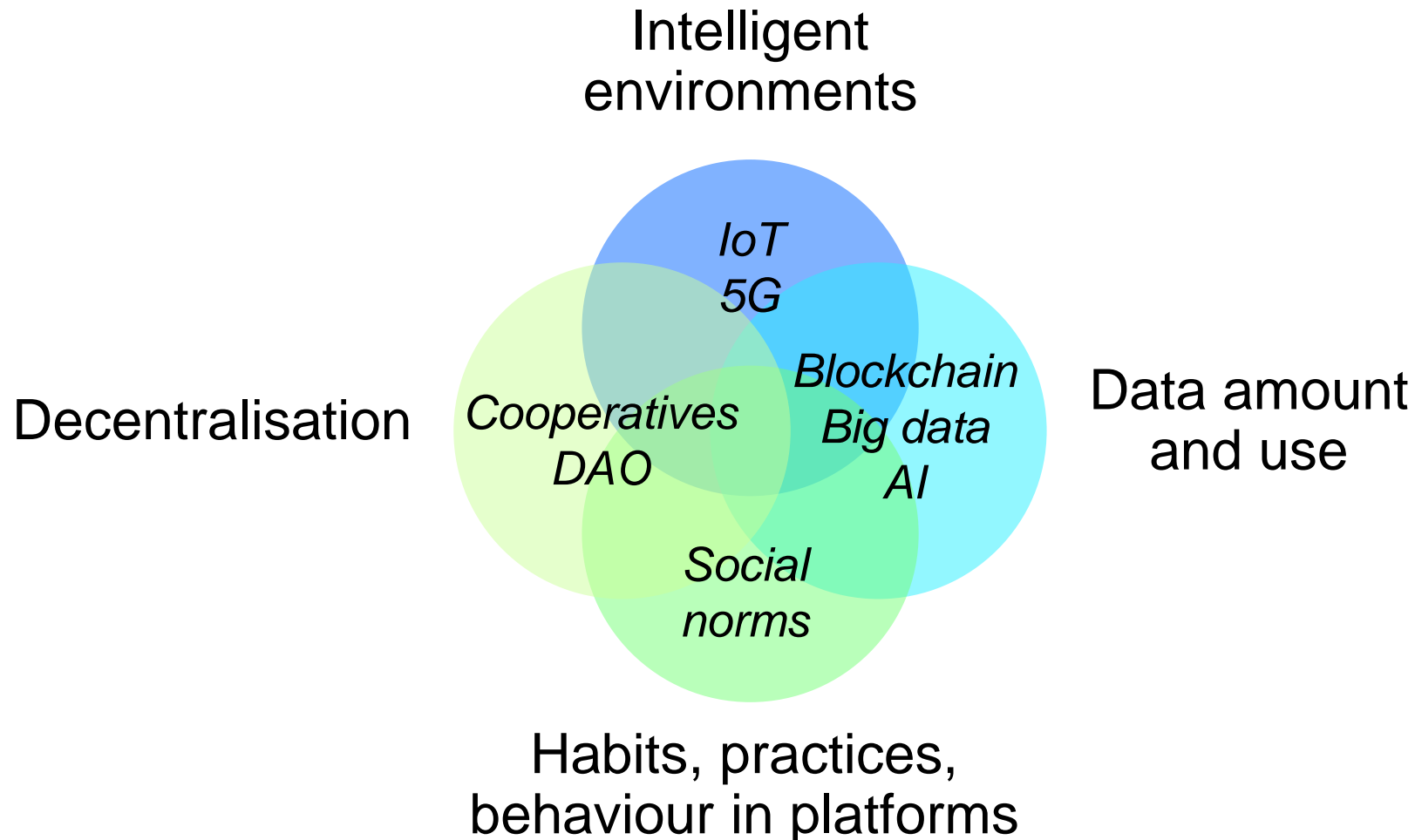
Dynamics: from drivers to transformation



Dynamics: from drivers to transformation



Narratives of platform economy developments



Thoughts on using the frames

Metaphors

- Checklist for considering different perspectives
- Operationalisation for strategy making?

Multi-level perspective

- Drawing the big picture of transformation
- Definition of a regime challenging

Dynamics

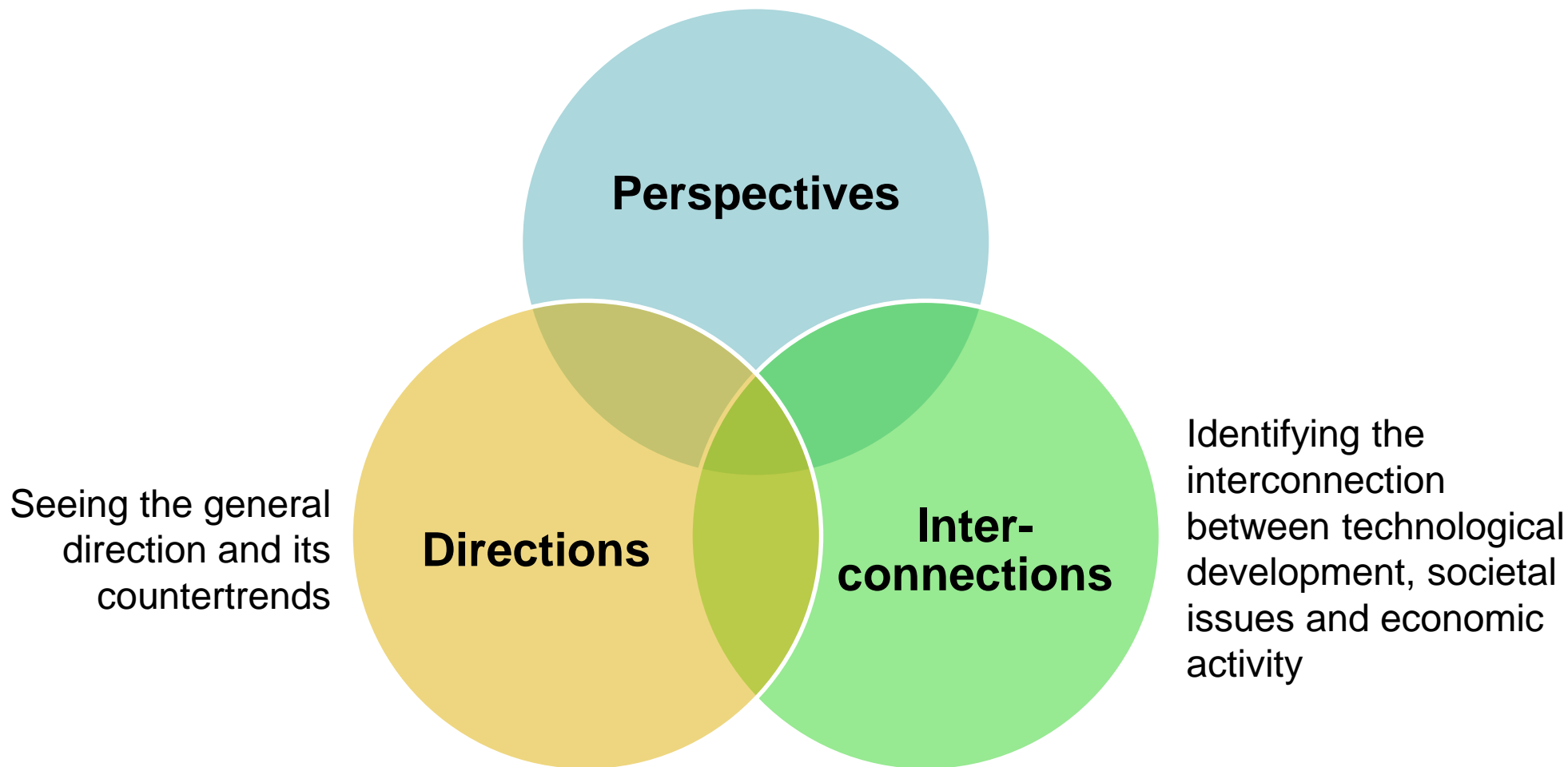
- Simple frame for thinking about causes & consequences
- Positioning signals problematic, lack of feedback loops

Narratives

- Identifying key trajectories
- Flexible and understandable, but highly subjective

Why this matters for innovation policy & management?

Understanding different viewpoints



PLATFORM VALUE *Now*

Value capturing in the fast emerging platform ecosystems

www.platformvaluenow.org

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