



Transformative governance of adaptive digital platform ecosystems

PLATFORM VALUE *Now*

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Building Expertise for Innovation, *Conference on Innovation Decision Support Using Structured Expert Judgement*

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PLATFORM COMPANIES

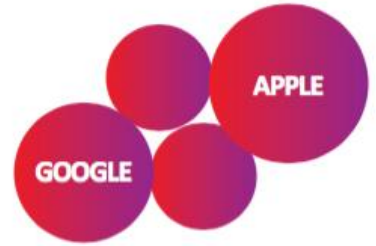
Transaction

Innovation

Integrated

Investment

N. America



Asia



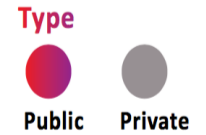
Europe



Africa & L. America



SOURCE: Global Platform Survey, The Center for Global Enterprise, 2015
Platform companies by type, each bubble represents a company sized by market cap as of December 1, 2015. (Evans & Gawer 2016)



TYPES OF PLATFORMS

Platforms as product families and information systems.

Platforms as markets of two or more sides.

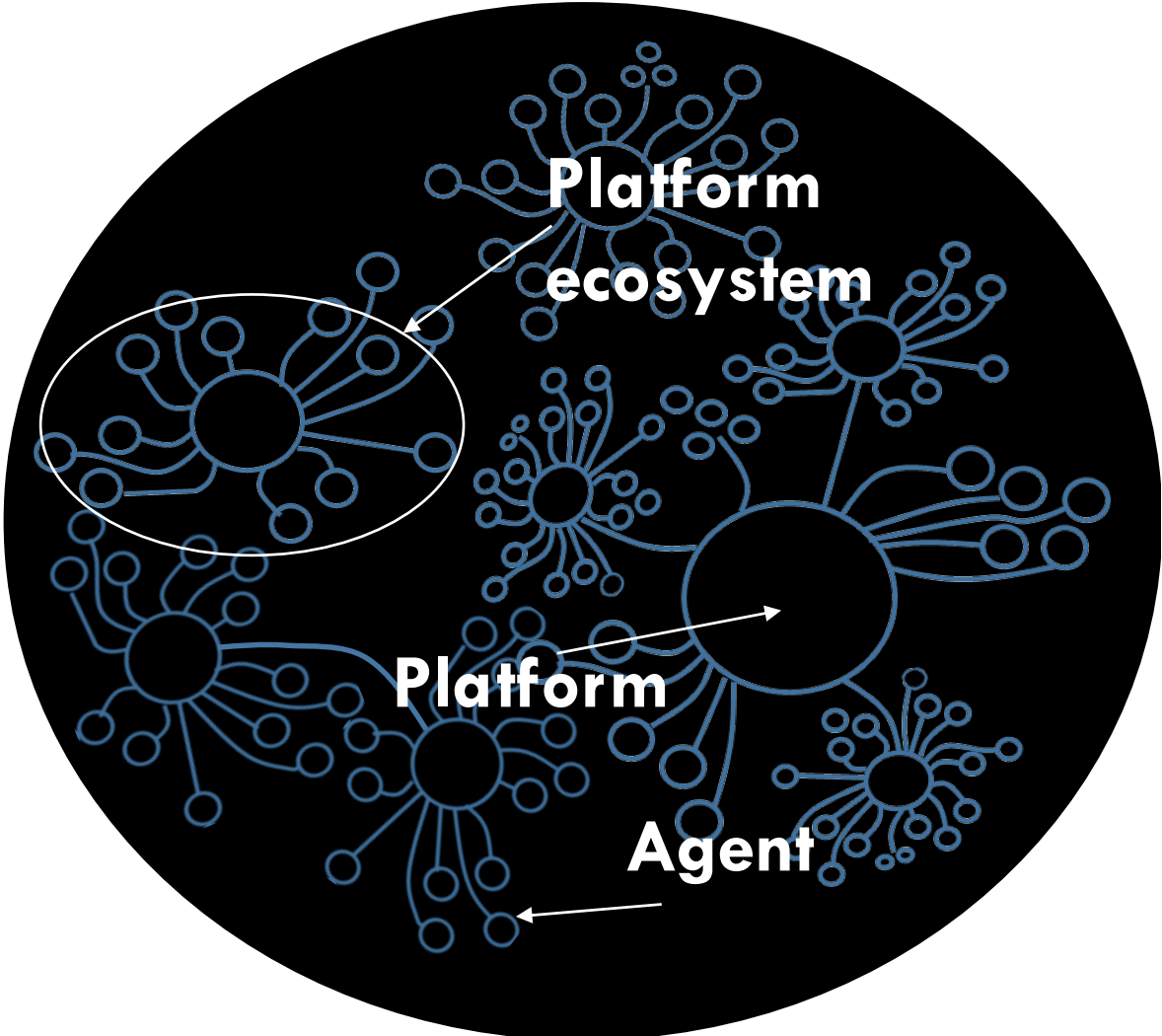
Platforms as organizations.

Optimized equilibrium platform

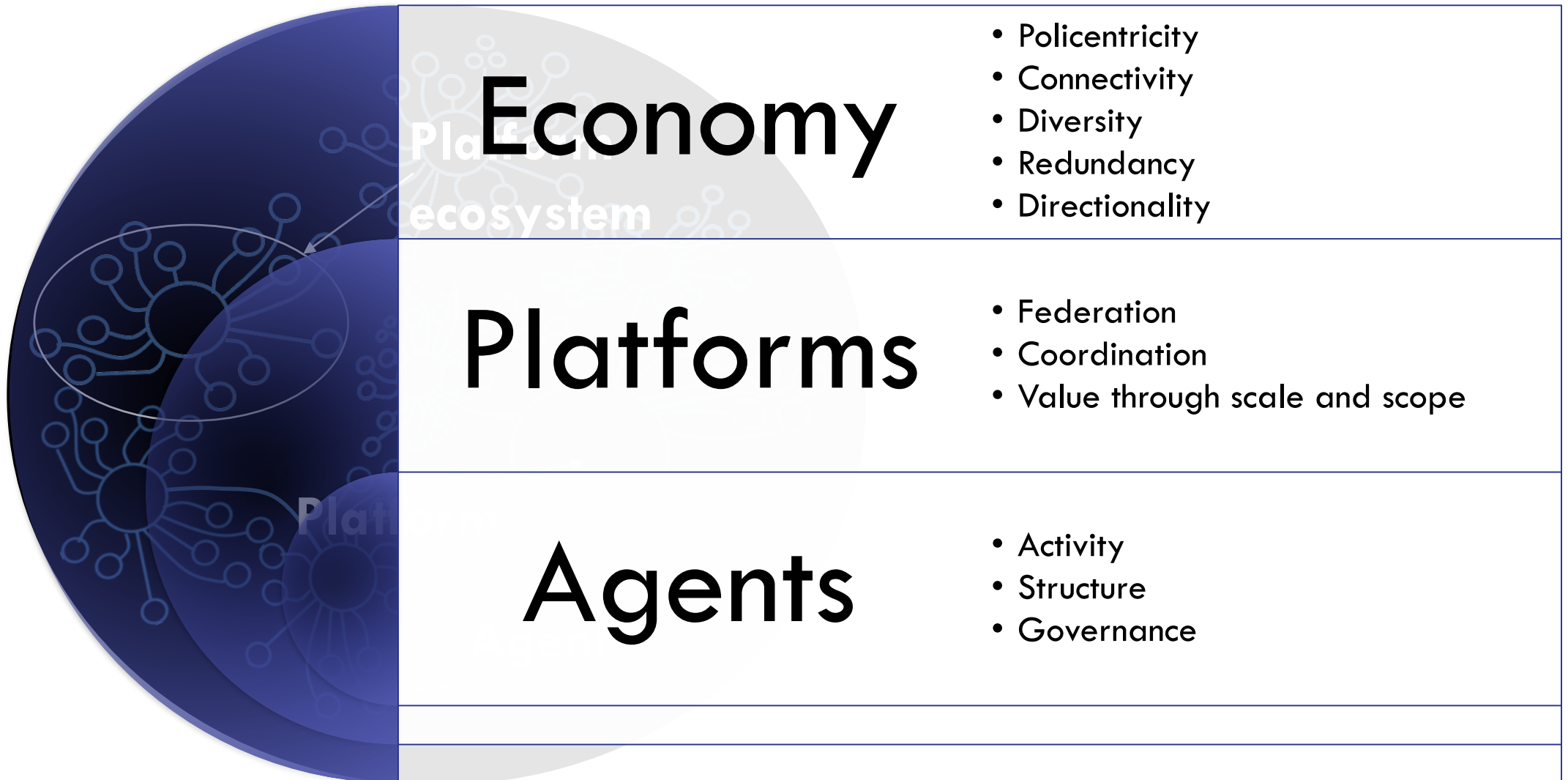


Adaptive platform ecosystem

PLATFORM ECONOMY



TRANSFORMATIVE GOVERNANCE



CASE: TRANSPORT CODE

	Platform ecosystems	Government structure and institutions
Polycentricity	•••	•
Redundancy	•	-
Diversity	••	••
Connectivity	•••	•••
Directionality	••	••

	Stages of adaptive platform ecosystems		
Transformative governance principles	Emergence	Expansion	Maturity
Polycentricity	Enhance nested multiple platforms and their inclusiveness	Support the scaling up of nodes for economies of scale and scope	Consider possible benefits of temporal monopolies, the redefinition of monopolies (multi-sided markets and wider impacts) and reduce switching costs to new emerging nodes
Redundancy	Allocate overlapping functions and open periphery in platforms for innovation	Implement infrastructure redundancy to ensure resilience	Maintain and encourage overlapping functions of agencies in monitoring platforms to enrich learning and boost renewal
Diversity	Carry out pilots for regulatory and governance experimentation	Show leadership through shared inclusive action plans, direct investments and innovative public procurement	Avoid lock-ins through innovative regulatory initiatives addressing information asymmetry to ensure renewal and emergence of new nodes
Connectivity	Subsidize the development of interfaces (e.g. APIs) to enhance interoperability	Enhance the interoperability through standardisation and data sharing and access to infrastructure	Ensure access of niche actors in data and avoid privatisation of public data
Directionality	Launch foresight processes for shared visions, action plans and networked governance	Support and/or invest in the promising nodes that can challenge the incumbents	Measure the broad societal impact and explore alternative pathways to existing platforms



Thank you!

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