PLATFORMS EVERYWHERE

Transforming Organizations by Integrating Ecosystems in Business Design

NENAD RAVA, PHD

Platforms Everywhere

This page intentionally left blank

Platforms Everywhere: Transforming Organizations by Integrating Ecosystems in Business Design

BY

NENAD RAVA, PHD

United Kingdom – North America – Japan – India – Malaysia – China

Emerald Publishing Limited
Howard House, Wagon Lane, Bingley BD16 1WA, UK

First edition 2021

Copyright © 2021 Nenad Rava. Published under exclusive license by Emerald Publishing Limited.

Reprints and permissions service
Contact: permissions@emeraldinsight.com

No part of this book may be reproduced, stored in a retrieval system, transmitted in any form or by any means electronic, mechanical, photocopying, recording or otherwise without either the prior written permission of the publisher or a licence permitting restricted copying issued in the UK by The Copyright Licensing Agency and in the USA by The Copyright Clearance Center. Any opinions expressed in the chapters are those of the authors. Whilst Emerald makes every effort to ensure the quality and accuracy of its content, Emerald makes no representation implied or otherwise, as to the chapters' suitability and application and disclaims any warranties, express or implied, to their use.

British Library Cataloguing in Publication Data
A catalogue record for this book is available from the British Library

ISBN: 978-1-80117-795-5 (Print)
ISBN: 978-1-80117-794-8 (Online)
ISBN: 978-1-80117-796-2 (Epub)

ISOQAR certified Management System, awarded to Emerald for adherence to Environmental standard ISO 14001:2004.

Certificate Number 1985
ISO 14001

INVESTOR IN PEOPLE

To my wife Tatjana, the love of my life and my eternal inspiration, for her patient support, critical feedback, and encouragement.

This page intentionally left blank

Contents

List of Figures *ix*

Chapter 1 Enter Platforms *1*

Chapter 2 Platforms Everywhere *9*
2.1. Brief Visit to the World of Platforms *11*
2.2. Why Platforms? *16*

Chapter 3 Platforms: The Foundations *25*
3.1. Platforms are Different *28*
3.2. Sense-making the Platform *35*
3.3. Nascent Critique *46*

Chapter 4 Platform as a Business Model *53*
4.1. Business Models *55*
4.2. *Meta* Platform *60*
4.3. Types of Platforms *71*

Chapter 5 The Platforming Methodology *85*
5.1. Current Approaches to Platform Design *89*
5.2. Guiding Principles for Platforming *92*
5.3. Stages of Platforming Design *97*
5.4. Platforming Navigator *110*

Chapter 6 Application of the Platforming Methodology *117*
6.1. Innovation Research Platform *119*
6.2. Peers, Exchanges, and Value Propositions *124*
6.3. Functions, Platform Services, and the Operating System *129*
6.4. Implementation of the Innovation Research Platform *132*

Chapter 7 Where Next? *135*

Appendix: Networks and Communities of Practice *141*
Bibliography *149*
Index *153*
About the Author *157*

List of Figures

Fig. 1. Pipeline Versus Platform. 2
Fig. 2. The Platform Model – Main Elements. 3
Fig. 3. Minimum Specifications for Platform. 11
Fig. 4. The Platform Model – Main Elements. 12
Fig. 5. Value Proposition Canvas for Two Peer Groups. 33
Fig. 6. The Platform Model – Main Elements. 64
Fig. 7. Minimum Specifications for Platform. 67
Fig. 8. Stages of Platforming Design. 97
Fig. 9. Platform Ecosystem Map – Template. 100
Fig. 10. Exchange Matrix – Template. 100
Fig. 11. Platforming Canvas – Template. 103
Fig. 12. Interaction Board – Template. 109
Fig. 13. Platforming Navigator. 112
Fig. 14. Platforming Canvas (Example). 123
Fig. 15. Platform Ecosystem Map (Example). 125
Fig. 16. Exchange Matrix (Example). 127
Fig. 17. Platform Value Propositions in ISM (Example). 128
Fig. 18. Interaction Board (Example). 131