



INDUSTRY PLENARY

THE ART OF TRANSFORMING TOMORROW: A NEW RENAISSANCE





Platform Thinking

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PECUNIA NON OLET



What is a platform?





ORTHOGONAL PLATFORM (Client-as-a-Source)



Orthogonal Platforms have

At least

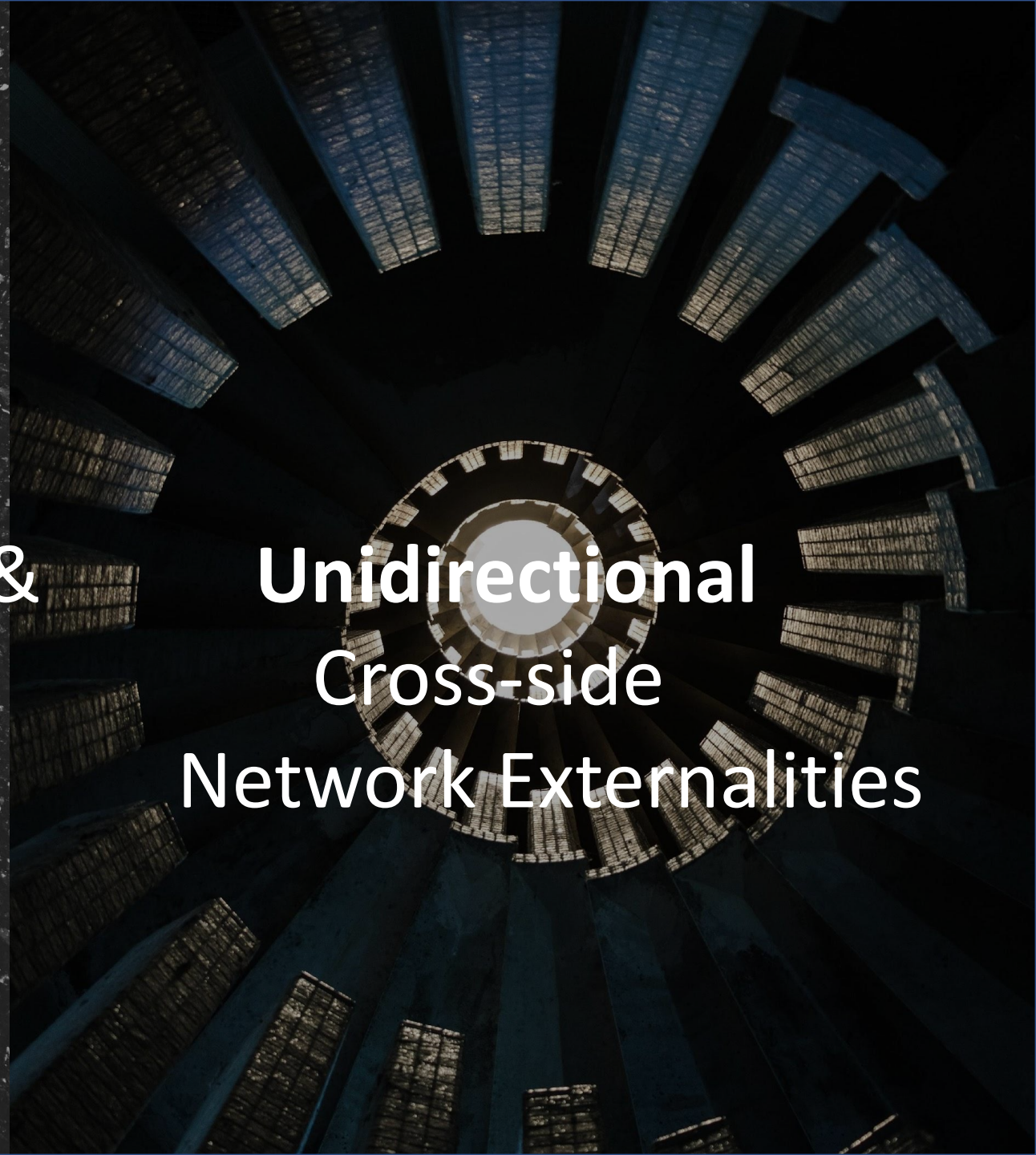


sides

**(that can even join in different moments
, which means no paradox)**

&

**Unidirectional
Cross-side
Network Externalities**







TRANSACTIONAL PLATFORM

airbnb



Transactional Platforms have

At least



sides

(generating the chicken & egg paradox)

&

Bidirectional
Cross-side
Network Externalities



Platform Thinking is the ability to use
platform-based mechanisms to unlock
digital business transformations

Why shall we talk about
Platform Thinking?





**Standards are “natural”
Platforms**

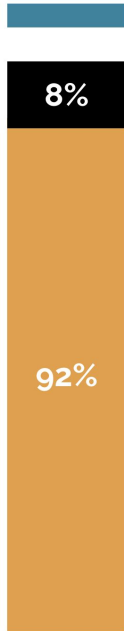
What about Established Firms?

16 "Born-as-a-Platform"

39 No evidence of
Platform Initiatives

445 with evidence of
Platform Initiatives

S&P 500 Companies



92%

92% of the companies we examined
developed one or more
platform-related initiatives.



What about Established Firms?

16 "Born-as-a-Platform"

39 No evidence of
Platform Initiatives

445 with evidence of
Platform Initiatives

135
Developed
actual PT
Initiatives

310
Developed
digital linear
value services

30%

70%

S&P 500 Companies

only
30%

Only 30% of the companies
which show platform
initiatives are developing
real platforms

IMMAGINO



IMMAGINO

Research institutes

GS1 Italy

Distributors Retail

Manufacturers



Platforms are all around us

...and we can get
INSPIRATION on how to
foster **INNOVATION** through
PLATFORM THINKING

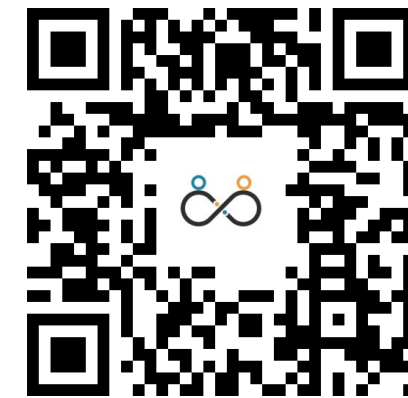
The Platform Thinking Ecosystem



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