

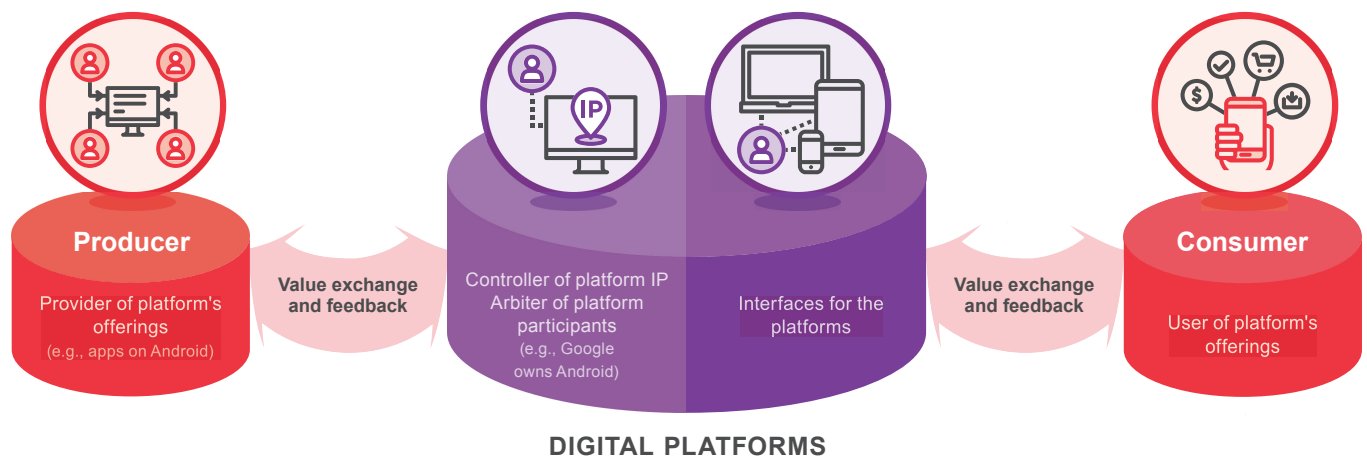
# The Platform Business Model

Platform businesses have become some of the most powerful businesses in the digital world. Firms that want to gain a competitive advantage in a digital economy will need to embrace platform business models.

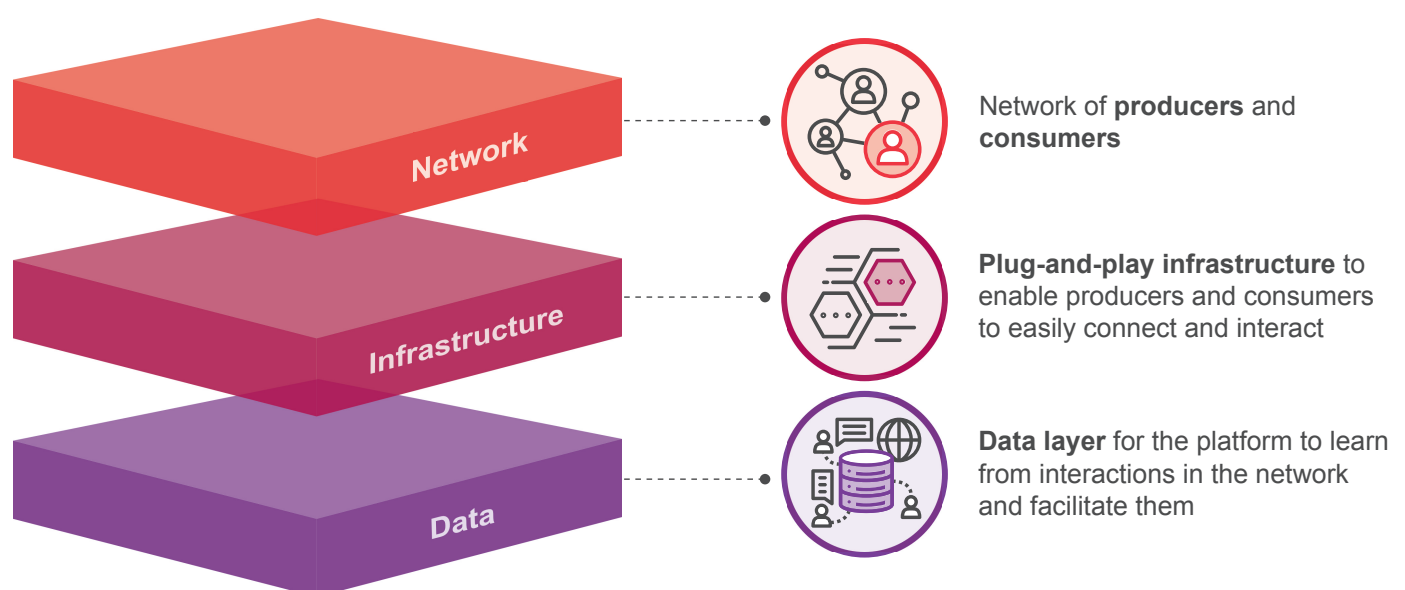
## WHAT DIGITAL PLATFORMS HAVE IN COMMON

### Key Features:

- **Pull Mechanism** – Pulls an ecosystem of producers and consumers to the platform
- **Infrastructure and Governance Model** – Facilitates value-creating interactions between producers and consumers
- **Matchmaking and Learning** – Matches producers and consumers and learns from their activity on the platform



## 3 KEY VALUE LAYERS OF THE PLATFORM STACK



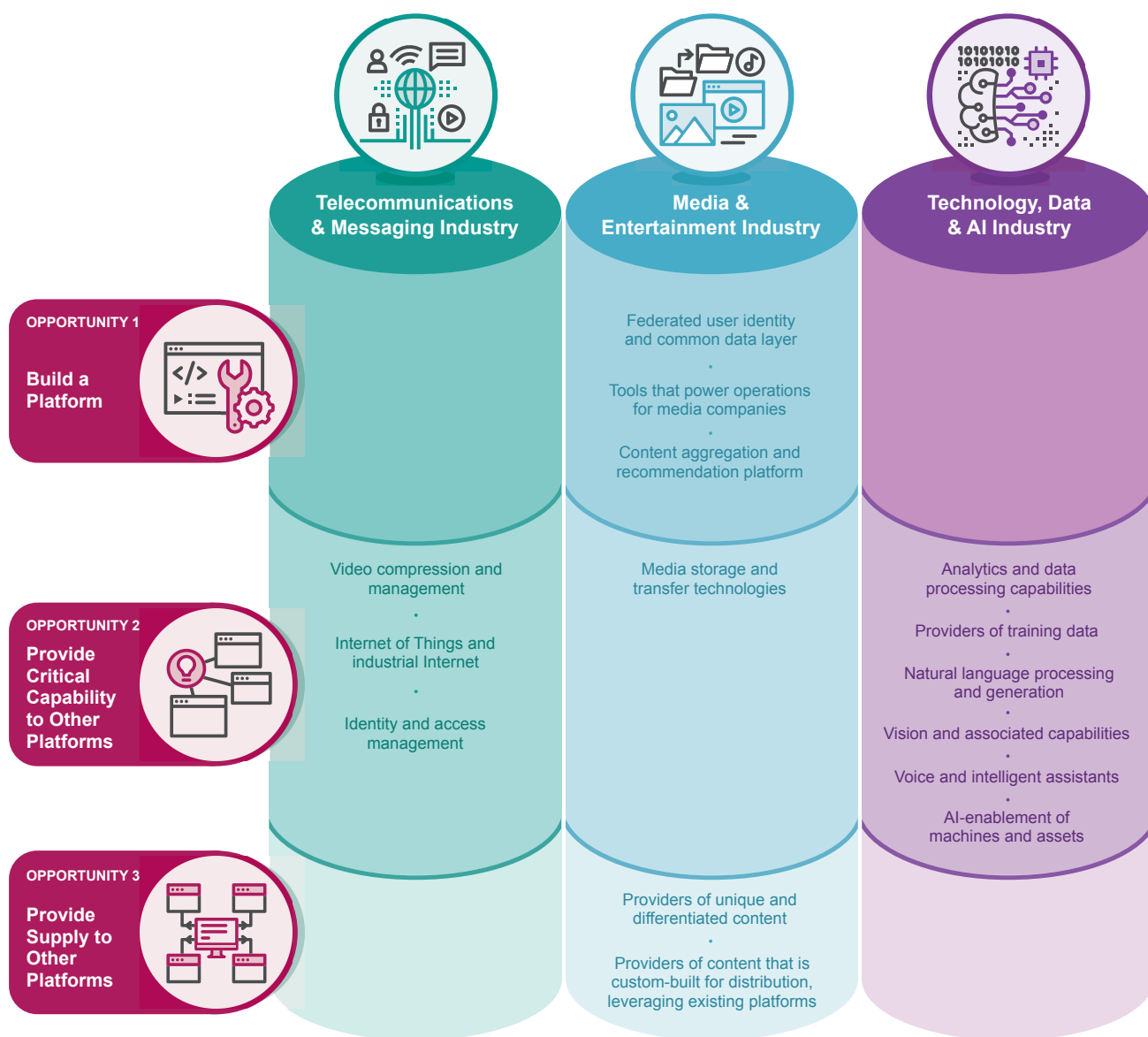
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# Platform Opportunities for Information-Intensive Industries

## INDUSTRY CHARACTERISTICS

Information-intensive industries create value through information-based products. These industries have been most significantly impacted by digitalisation. Digital distribution removed the need for bundling and allowed individual information products to be transported at near-zero marginal costs.

## 3 DOMINANT OPPORTUNITIES COMPANIES CAN CONSIDER IN A PLATFORM ECONOMY



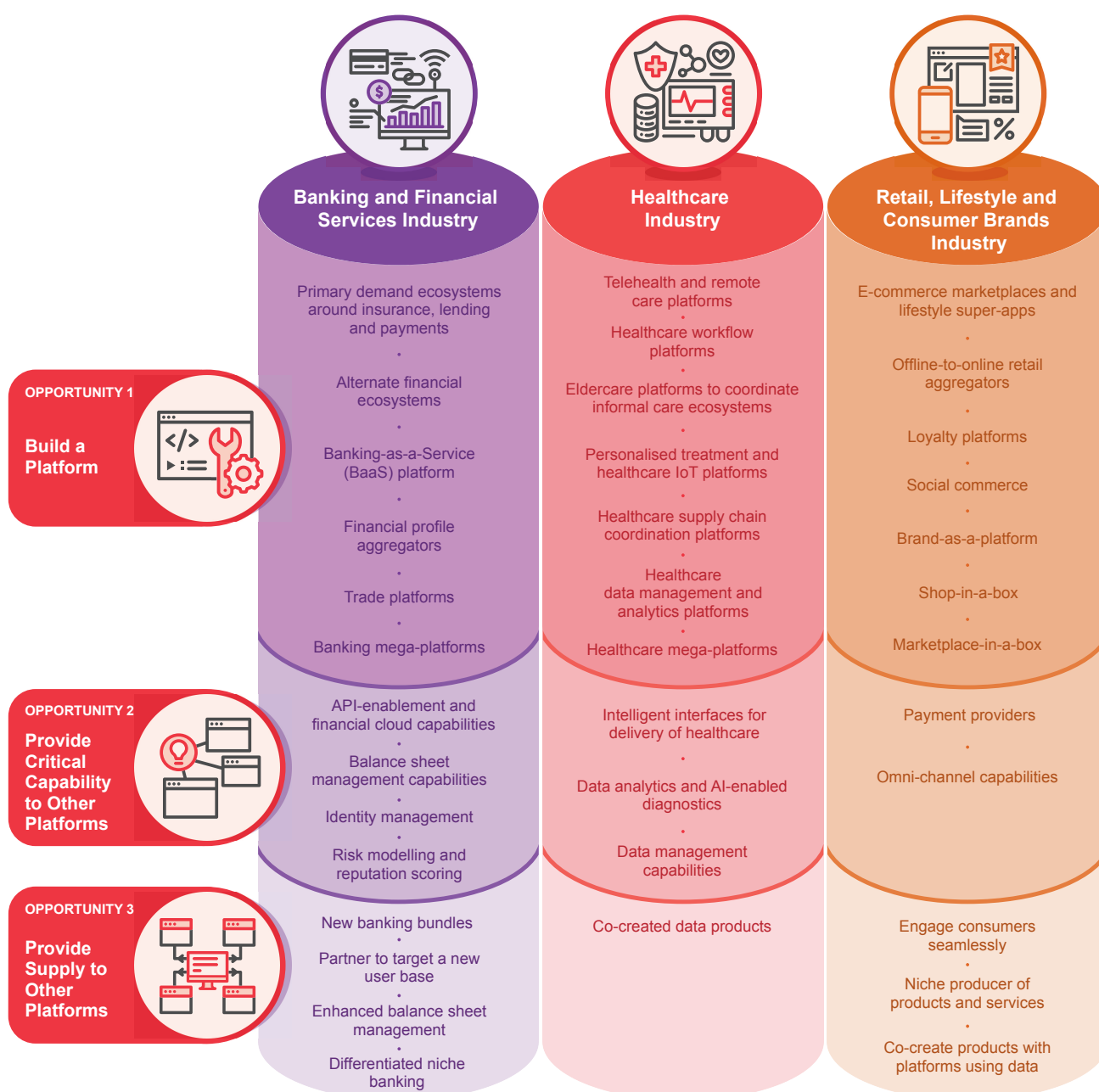
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# Platform Opportunities for Services-Intensive Industries and B2C

## INDUSTRY CHARACTERISTICS

A typical way to transition to platform business models is to start by gathering consumer data and providing value back to the consumer in exchange for that data. Once they have enough data and sufficiently large consumer base, they bring third party producers on board.

## 3 DOMINANT OPPORTUNITIES COMPANIES CAN CONSIDER IN A PLATFORM ECONOMY



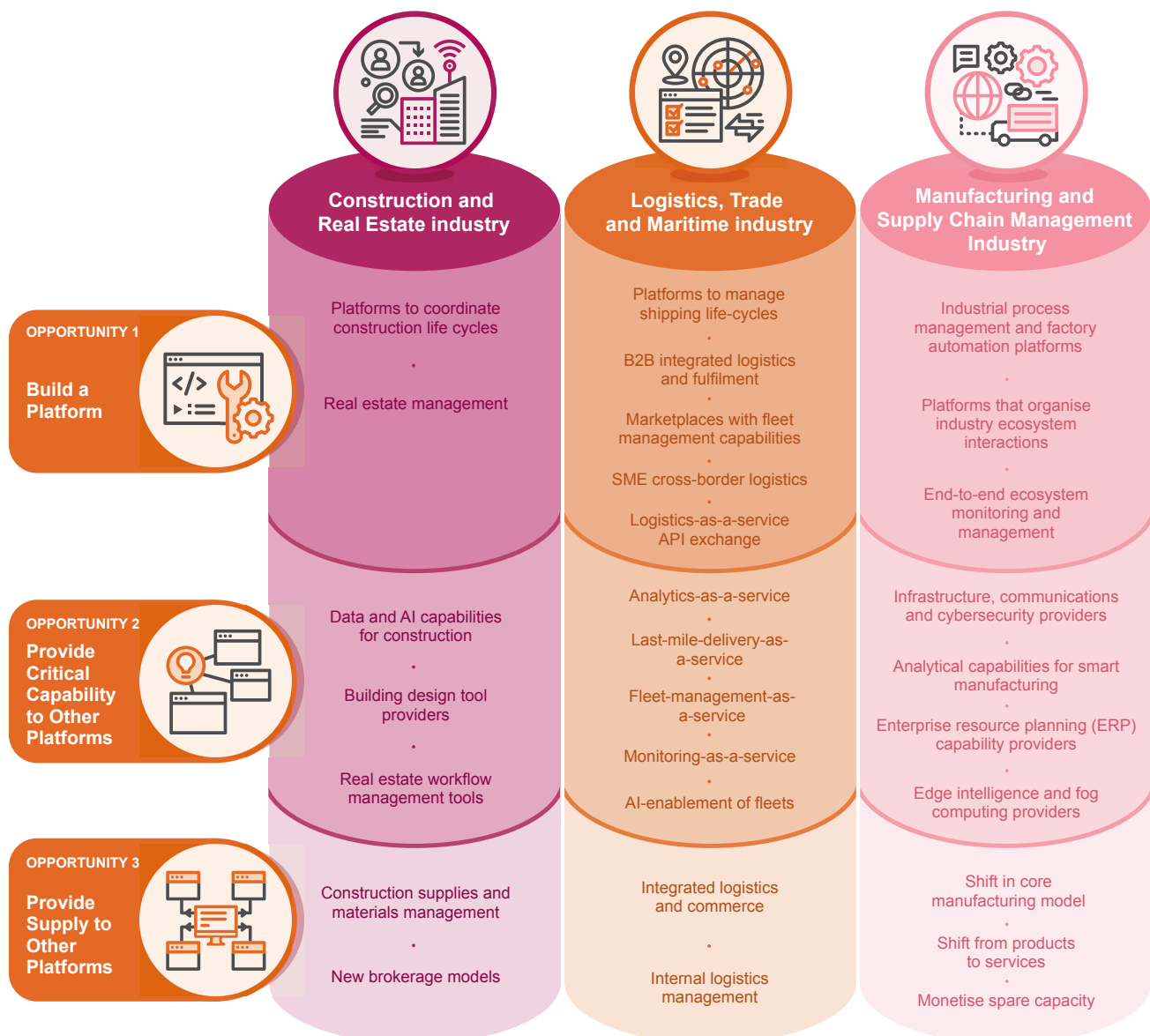
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# Platform Opportunities for Asset-Intensive Industries and B2B

## INDUSTRY CHARACTERISTICS

The industrial economy has yet to witness the large scale impact of platform business models. However, this is starting to change since the mid 2010s. Platforms in these industries are more focused on coordinating B2B industry ecosystems and less on creating marketplaces and networks with global network effects.

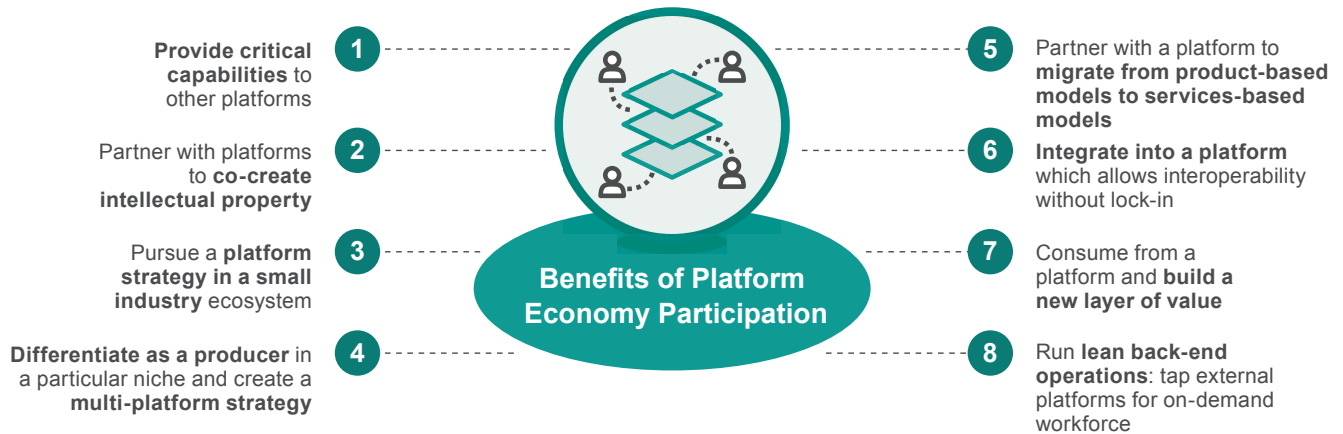
## 3 DOMINANT OPPORTUNITIES COMPANIES CAN CONSIDER IN A PLATFORM ECONOMY



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# What to Look Out For in Platform Business Models

## PLATFORM OPPORTUNITIES FOR SMALL COMPANIES



## COMMON CHALLENGES



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