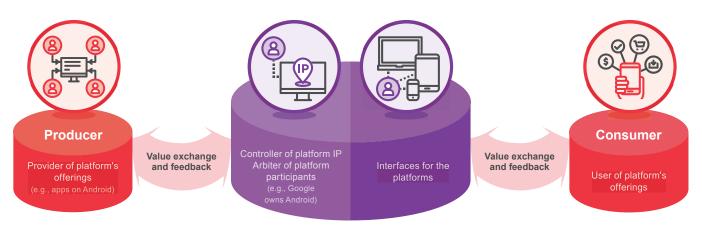
The Platform Business Model

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

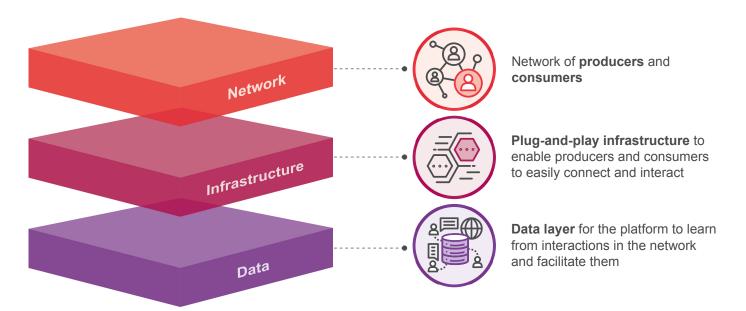
Key Features:

- 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



DIGITAL PLATFORMS

3 KEY VALUE LAYERS OF THE PLATFORM STACK







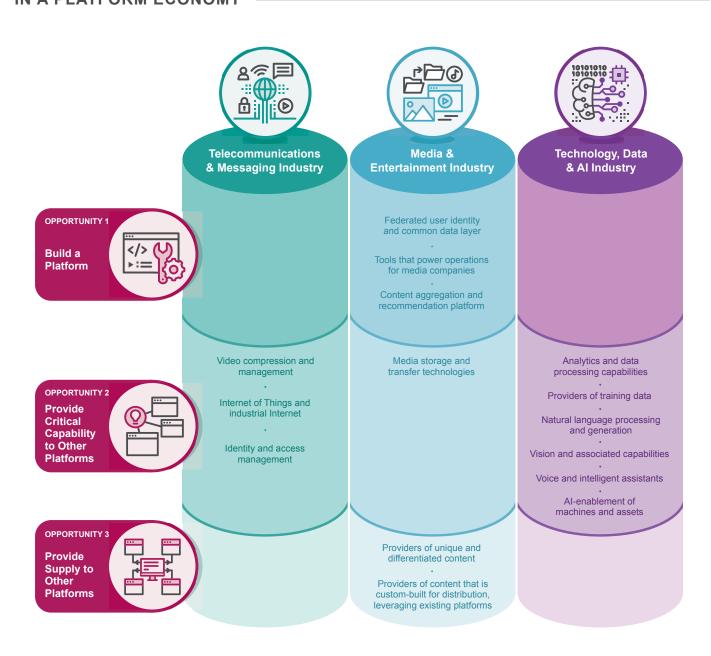


Platform Opportunities for Information-Intensive Industries

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









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



Banking and Financial Services Industry

Primary demand ecosystems around insurance, lending and payments

> Alternate financial ecosystems

Banking-as-a-Service (BaaS) platform

> Financial profile aggregators

Trade platforms

Banking mega-platforms

API-enablement and financial cloud capabilities

> Balance sheet management capabilities

Identity management

Risk modelling and

reputation scoring

New banking bundles

Partner to target a new user base

Enhanced balance sheet management

Differentiated niche banking



Healthcare Industry

Telehealth and remote care platforms

Healthcare workflow platforms

Eldercare platforms to coordinate informal care ecosystems

Personalised treatment and healthcare IoT platforms

Healthcare supply chain coordination platforms

Healthcare data management and analytics platforms

Healthcare mega-platforms

Intelligent interfaces for delivery of healthcare

Data analytics and Al-enabled diagnostics

> Data management capabilities

Co-created data products



Retail, Lifestyle and **Consumer Brands** Industry

E-commerce marketplaces and lifestyle super-apps

Offline-to-online retail aggregators

Loyalty platforms

Social commerce

Brand-as-a-platform

Shop-in-a-box

Marketplace-in-a-box

Payment providers

Omni-channel capabilities

Engage consumers seamlessly

Niche producer of products and services

Co-create products with platforms using data



OPPORTUNITY 1

OPPORTUNITY 2

Provide Critical

Capability

Platforms

OPPORTUNITY 3

Provide

Other

Supply to

Platforms

to Other

Build a

Platform





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



Construction and Real Estate industry

Platforms to coordinate construction life cycles

Real estate management

OPPORTUNITY 2 **Provide** Critical Capability to Other

Platforms

OPPORTUNITY 1

Platform



Data and AI capabilities for construction

Building design tool providers

Real estate workflow management tools

OPPORTUNITY 3

Provide Supply to Other **Platforms**



Construction supplies and materials management

New brokerage models

Integrated logistics and commerce

management



Logistics, Trade and Maritime industry

Platforms to manage shipping life-cycles

B2B integrated logistics and fulfilment

Marketplaces with fleet management capabilities

SME cross-border logistics

API exchange

Analytics-as-a-service

Last-mile-delivery-asa-service

Fleet-management-asa-service

Monitoring-as-a-service

Al-enablement of fleets



Internal logistics



Manufacturing and **Supply Chain Management**

Industrial process management and factory automation platforms

Platforms that organise industry ecosystem interactions

End-to-end ecosystem monitoring and management

Infrastructure, communications and cybersecurity providers

Analytical capabilities for smart manufacturing

Enterprise resource planning (ERP) capability providers

> Edge intelligence and fog computing providers

Shift in core manufacturing model

Shift from products

Monetise spare capacity

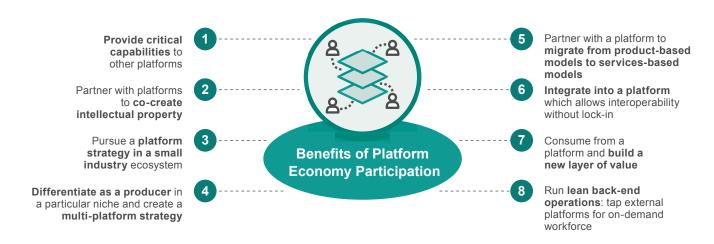






What to Look Out For in Platform Business Models

PLATFORM OPPORTUNITIES FOR SMALL COMPANIES



COMMON CHALLENGES

