

# Driving Digital Business Models Innovation



**Ronald Verbeek**  
CIO Platform Netherland



**Dorothee Appel**  
Zurich Gruppe  
Deutschland

## What we found !

The key conclusions from the session

- Platform business models are taking over the world, they are changing the game for (almost) everyone. Platforms are business models that connect people, making ecosystems that are driven by data. They scale exponentially, much faster than traditional business.
- Most major platforms are from USA or Asia, Europe is lagging behind.
- It is a big challenge for traditional businesses to see the threat and possibilities of platforms. And to set in motion a new way of looking at opportunities and capturing them.
- Platforms enable more interaction between stakeholder categories of peer-level than linear business models. Not just B2B or B2C, but C2B and B2B backwards as well.
- The objective of a platform is to use technology to reduce or remove friction costs of transactions to participants in an ecosystem, speed up processes and harvest the value in the ecosystem.
- Platforms take only a limited amount of the value they create, most of the added value is shared by the platform users.
- Platform business models offer an opportunity for IT departments to move away from a strict technology focus and be involved with developing the business strategy.

## What we have explored

Among these conclusions, we have developed one of these in greater detail below

We have experienced working with some platform business model canvasses, specifically: ecosystems map, motivation matrix and the transaction board. These are available online from the platform design toolkit, and free to use under creative commons license from ([www.platformdesign toolkit.com](http://www.platformdesign toolkit.com)). It is sometimes hard to get started, as it is a totally new way of working. But practising, discussing, evaluating and revisiting canvasses offer experience that are useful to get to know this new way of working and innovating based on platform business models. Keep the first models you try simple, just to gather experience. It is fun to do.

## What we have left open...

Some questions still remain to be addressed

- When to use a platform and when not to, is sometimes difficult to decide. It is a matter of doing market research into the domain, what opportunities you see and deciding on what role your organization could play. A platform may be a way to go. There is no defined set of guidelines (yet).
- There are other canvasses in the toolkit, which we didn't get to practise with due to time constraints.
- We didn't get round to extensively sharing examples of what platforms are available in other countries, nor the threat posed by platforms to your business if you're not a part of it. Neither did we address exit strategies from platforms that you no longer want to be a part of.
- We didn't address the question how digital transformation can be measured, what are kpi's?

## Convergences

- This was a very interesting experience of a way of thinking/modelling that will become more important to almost every organization, either as an opportunity or a threat.
- Everybody should start experimenting with this way of working, especially at the top business level of organizations. We will!

## Differences

None

## A picture is worth a thousand words

