

**IoTWeek**

Dublin — June 20-23, 2022



# Business Models for Digital Platforms Ecosystem

Golboo Pourabdollahian, IDC

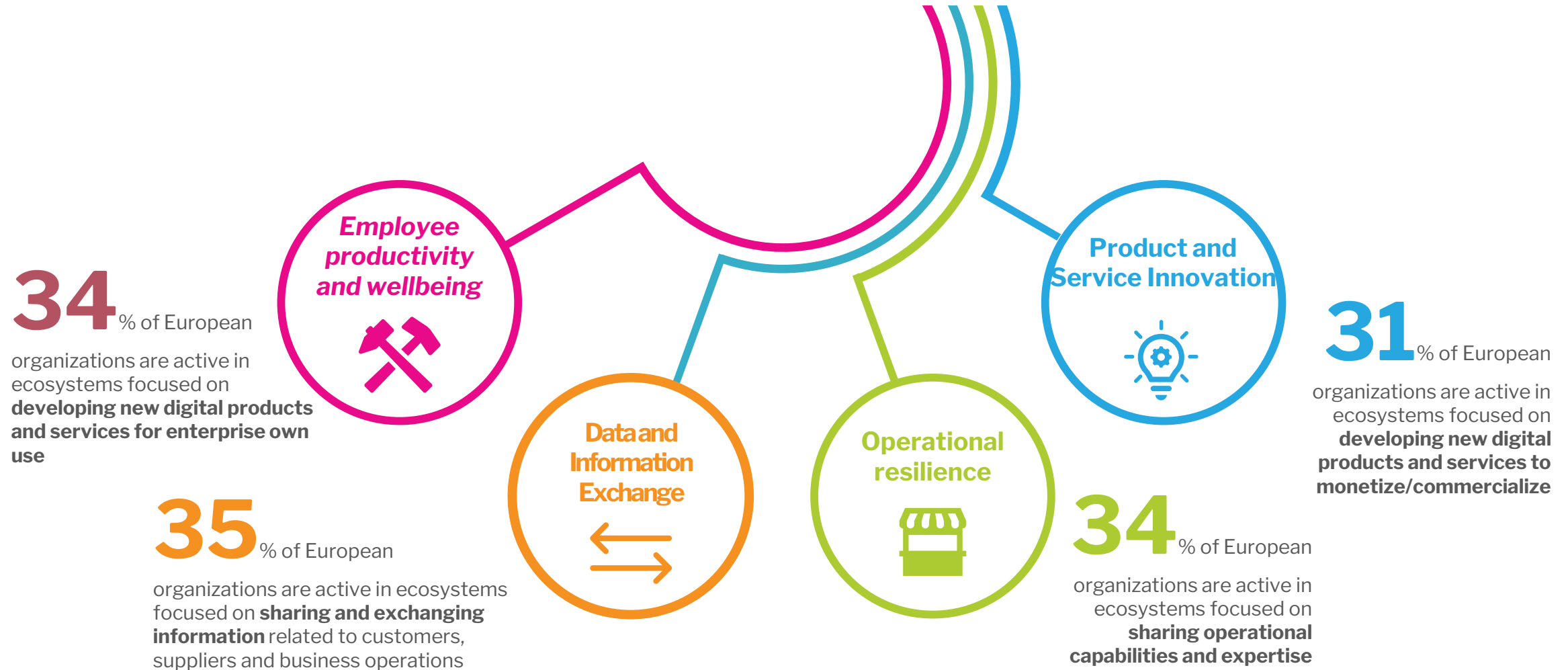
**GLOBAL VISION:**

**IoT TODAY AND BEYOND**

**IoTForum**

# The Rise of Digital Ecosystems in Europe & the role of Digital Platforms

Digital technologies need a digital ecosystems, and digital ecosystems need digital platforms to scale.



# Barriers for the adoption of digital platforms

## Regulatory Compliance

- Insufficient level-playing field for security and data protection
- Fraud and safety risks

## Economic Efficiency

- Balancing scale with fair competition
- SMEs inclusion
- Labor market disruption

## Technology

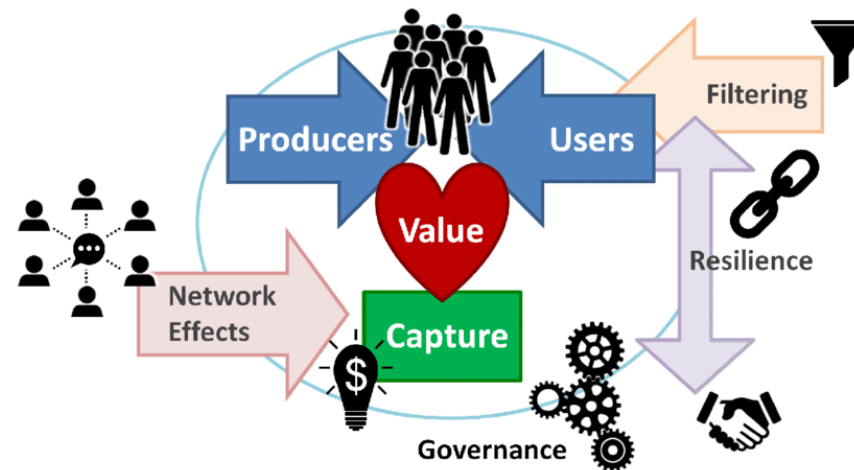
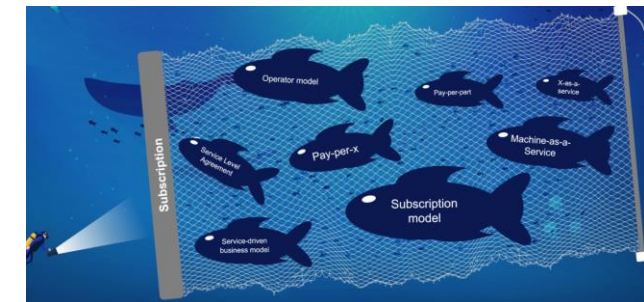
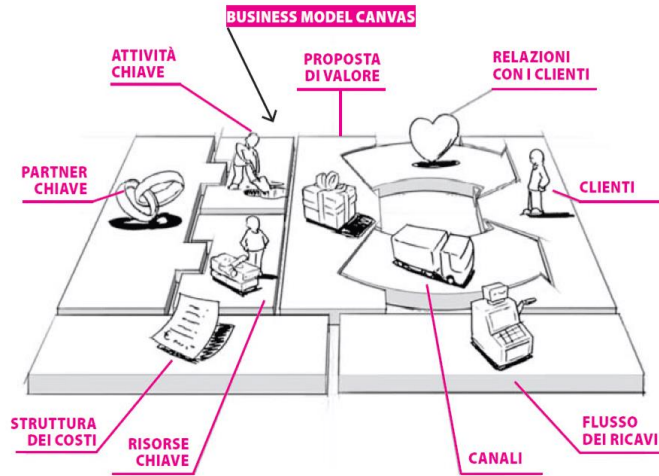
- Data quality and interoperability
- Cloud adoption barriers

## Business and Organizational Models

- Lack of proper business models
- Lack of proper governance models
- Cultural resistance

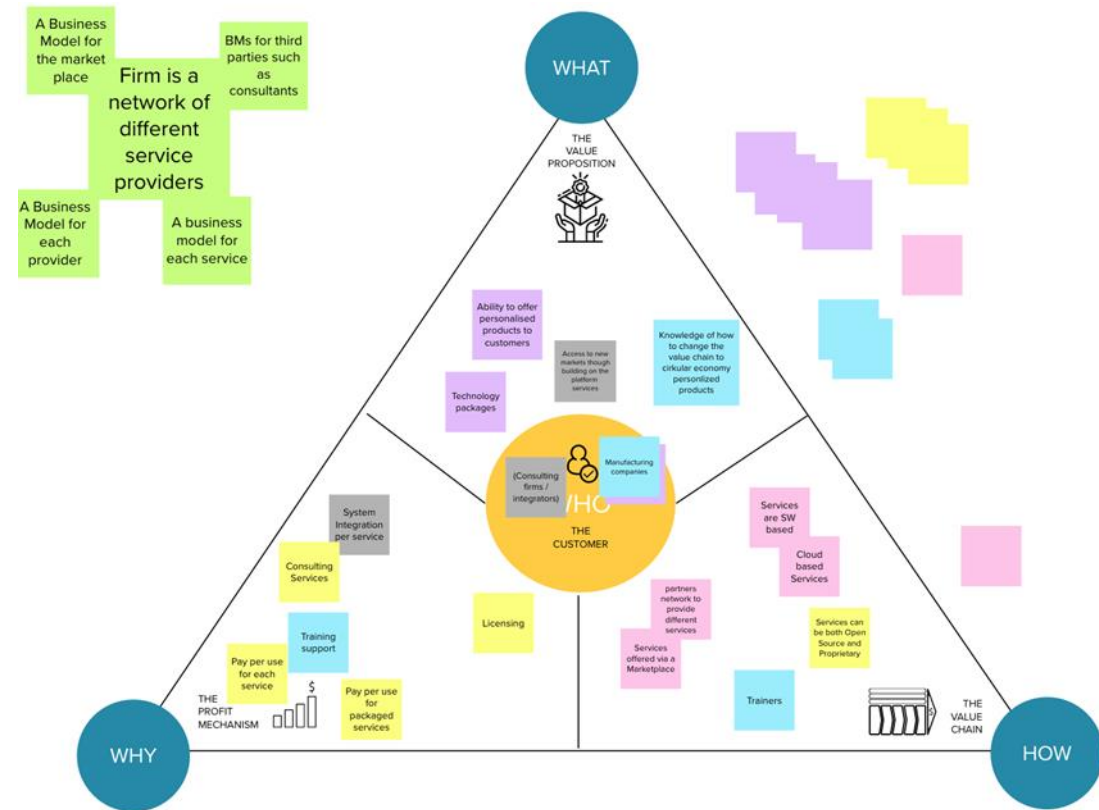


# How to design a business model for digital platforms?



# Co-design workshop

- Joint workshop of OPEN DEI and EU-IoT to try a first step of BM co-design for three domains of manufacturing, healthcare and energy.
- Selected projects worked together in parallel sessions to co-design a single business model for a selected project in each domain.
- First ideas of three domains business model canvas were mapped.



Example of Manufacturing draft



OPEN DEI



# Iteration is the keyword

- Platforms are not just a piece of technology, or a suite of software products, they are business models that **creates value by facilitating transactions between buyers and sellers in an ecosystem**, with the aim of capturing part of that value.
- There are some **common cross-domain elements of business model** such as the wide variety of users and an extended value chain structure.
- A concrete definition of the **key partners, their responsibilities, their engagement and finally the governance model** is crucial for the success of a platform business model.
- Design of the **revenue mechanism of digital platforms** is much more complicated compared to the traditional companies and implies innovative mechanisms such as data monetization, pay per service, 2 sided commission fee model, etc.
- Design of business model for digital platforms is an **iterative process** that should evolve during time aligned with the evolution of the digital ecosystem.





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# Thank you!

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[gpourabdollahian@idc.com](mailto:gpourabdollahian@idc.com)

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