Business Models for Digital Platforms Ecosystem

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

34% of European organizations are active in ecosystems focused on developing new digital products and services for enterprise own use.

35% of European organizations are active in ecosystems focused on sharing and exchanging information related to customers, suppliers and business operations.

34% of European organizations are active in ecosystems focused on sharing operational capabilities and expertise.

31% of European organizations are active in ecosystems focused on developing new digital products and services to monetize/commercialize.

Source: IDC European Industry Acceleration Survey, May 2021 (N = 1316)
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.
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.
Thank you!

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