

MIT IDE

Platforms: Review & Outlook

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MIT PLATFORM
STRATEGY SUMMIT

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MIT INITIATIVE ON
THE DIGITAL ECONOMY

MIT IDE

Platforms: Review & Outlook



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Much of what we know about platforms comes from B2C

B2C Examples

eBay

Apple iPhone

Google Android

Google Docs

Twitter, Instagram, Facebook, etc.

Airbnb

Uber

B2B Examples

Siemens Healthineers

Salesforce

Shopify

HubSpot

PTC

Project44

Sightmachine

Examples where B2B does not equal B2C

Customer Needs and Sales Cycles

Pricing and Cost Sensitivity

Marketing Approach

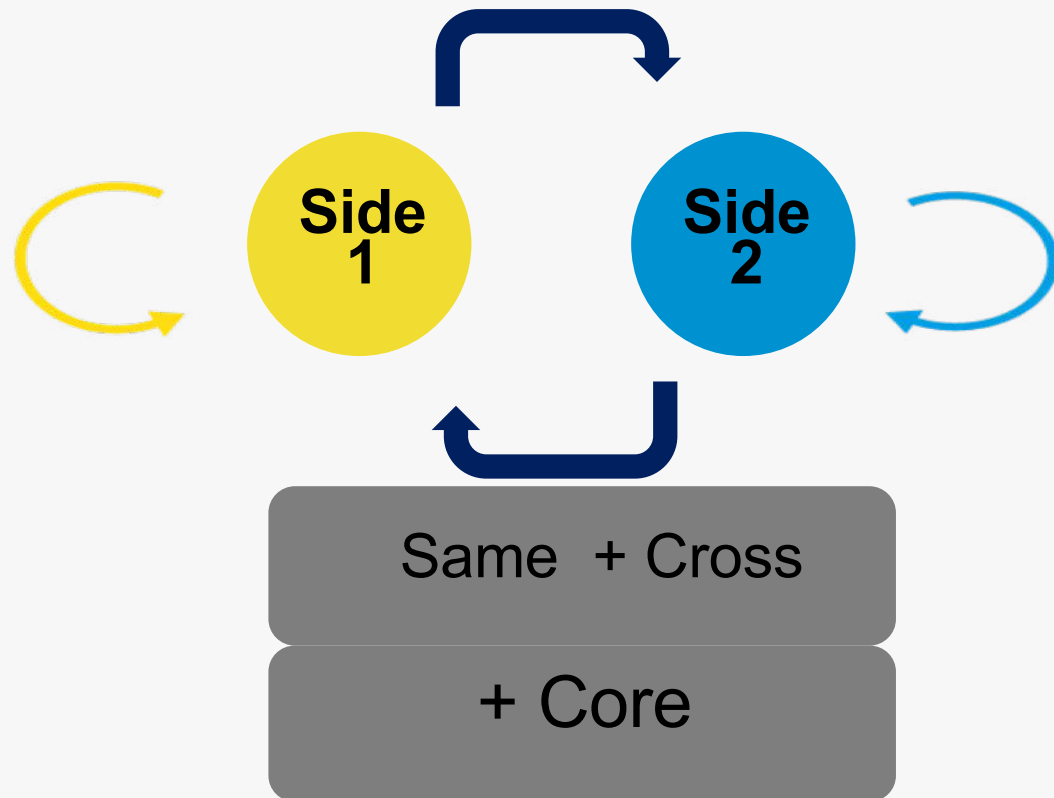
Product Knowledge

Trust

Data Ownership

Interaction frequency (B2B<B2C<M2M)

Value Creation in Platforms



Where does value come from?

- Same-side Network and Collaboration Tools
- Cross-side Access (markets and ecosystems)
- Standalone from core

BDI Database of B2B Platforms in Germany



Types of digital B2B platforms

German digital B2B platforms can be divided into two categories: In addition to data-centric platforms, there are transaction-centric platforms. While the former focus on the analysis and processing of data and the generation of new insights into causal connection, the latter focus on increasing the efficiency of business processes (purchasing and sales, logistics, supply chain, and collaboration between market players).

Data-centric platforms

- Industrial IoT
- Data (transaction)

Transaction-centric platforms

- Marketplace
- Supply chain/logistics
- Networking

Railigent

The Railigent platform helps owners and operators of trains and infrastructure to achieve added value. Railigent applications enable customers to increase the availability of their trains and infrastructure, improve maintenance and operations, and reduce costs. To this end, Railigent not only uses Siemens' own application and data analysis, but also integrates an ecosystem of partners to offer customers even greater added value.

How does Railigent work?

Railigent is a cloud-based platform that can record, interpret, process and analyse large volumes of data from the railway environment. To this end, a variety of applications not only generate relevant insights (for example, that a door warrants attention), but also recommend actions for the customer. Railigent uses advanced, and in some cases proprietary methods of machine learning and artificial intelligence for this purpose. The data and these algorithms are also made available to the partners to enable them to create even more and better applications.

bevazar

bevazar is the first independent online procurement platform for companies in the beverage industry, where small and medium-sized breweries and bottling plants can buy everything they need for their production. The product portfolio on bevazar includes not only ingredients, spare and wear parts, consumables or packaging, but also accessories, such as laboratory supplies. In addition, it also provides services, such as project management. With bevazar, both sellers and buyers save time, money and their nerves.

How does bevazar work?

bevazar is the first independent online marketplace independent of manufacturers where suppliers and buyers can network. Suppliers can offer their products internationally, manage individual customer conditions and open up new customer segments quickly and easily. They have access to valuable customer and transaction data. Buyers can search, compare and purchase products. Algorithms that work with both text and image recognition are available for searches. Results are displayed based on preferences, search and order history. The platform also automates the ordering of recurring requirements and handles all payment transactions. In addition, bevazar supports the administration of, for example, certificates, as well as safety data sheets. As a portal with a clear focus on industry-specific requirements, bevazar is the central contact point for goods and services in the beverage industry.

BDI Database of B2B Platforms: Coded Companies by Value Type



Company Name	Standalone	Same	Cross	BDI Classification	Based on/ Dev By
	Stand Alone Value	Same-Side User Value	Cross-Side Network Val		
13 Transporeon		✓✓		Supply Chain Managemetn and Logistics	
14 testxchange			✓✓	Networking Platforms	
15 Manufacturing Integration Platform (MIP)	✓✓	✓	✓	IIoT	MPDV Microlab
16 SAP Cloud Platform	✓✓		✓	Data(transaction)	
17 bevazar		✓✓	✓	Marketplaces, Retail and MU Platforms	
18 Fashion Cloud			✓✓	Marketplaces, Retail and MU Platforms	
19 myCompetence.de		✓	✓✓	Marketplaces, Retail and MU Platforms	
20 Facturee			✓✓	Marketplaces, Retail and MU Platforms	ewmk
21 Spanflug			✓✓	Marketplaces, Retail and MU Platforms	
22 Bosch IoT Suite	✓		✓✓	Networking Platforms	Eclipse IoT Working Group
23 IT2 match		✓✓		Networking Platforms	
24 RailSupply		✓✓	✓	Supply Chain Managemetn and Logistics	
25 ADAMOS Hub		✓	✓✓	Data(transaction)	
26 AX4		✓✓	✓	Supply Chain Managemetn and Logistics	Siemens Digital Logistics
27 AVIATION DataHub		✓✓		Data(transaction)	
28 ABB Ability-technology Platform	✓✓			IIoT	Microsoft Azure
29 UP42	✓✓		✓	Data(transaction)	
30 teamplay digital health platform	✓✓			Data(transaction)	
31 Zentrale Healthcare Plattform ZHP.X3		✓✓		Networking Platforms	
32 Share2Act	✓✓	✓		IIoT	Krones SYSCRON
33 Sparrow		✓		Networking Platforms	
34 MobiMedia		✓✓		Marketplaces, Retail and MU Platforms	
35 myOpenFactory EDI platform		✓✓		Networking Platforms	
36 OneTwoChem		✓✓		Marketplaces, Retail and MU Platforms	Evonik Digital
37 Coats eComm		✓✓		Marketplaces, Retail and MU Platforms	coats.com
38 empto			✓✓	Networking Platforms	
39 the@vanced	✓✓			IIoT	
40 Saloodo!		✓✓		Supply Chain Managemetn and Logistics	
41 Tapio			✓✓	Networking Platforms	
42 Asset Intelligence Network	✓		✓✓	Networking Platforms	SAAP AIN
43 Certif-ID		✓✓	✓	Networking Platforms	
44 Shüttflix			✓✓	Marketplaces, Retail and MU Platforms	
45 Unite			✓✓	Networking Platforms	HMM Germany
46 scrappel			✓✓	Marketplaces, Retail and MU Platforms	

Marketplaces =>

Supply Chain Mgmt =>

Networking Type 1 =>

Networking Type 2 =>



Global Future Council on Advanced Manufacturing and Production

Data from interviews with executives and member organizations of the council

Perspectives on Operating and Business Models

Accelerating business Model Innovation

Industry Transformation at Scale

Latest publications

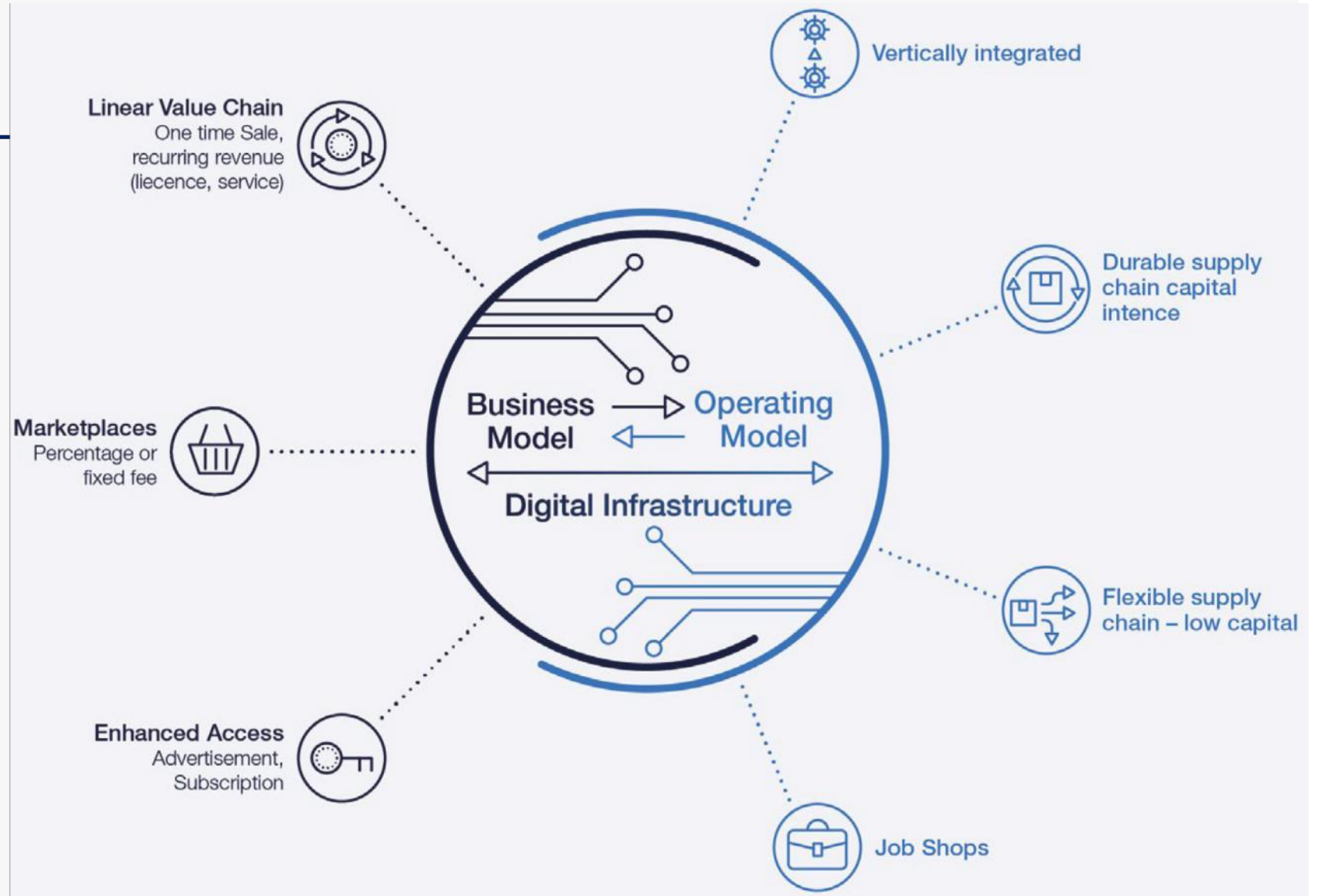
[Winning the Race for Survival: How New Manufacturing Technologies are Driving Business-Model Innovation \(2020\)](#)

[A Global Standard for Lifelong Learning and Worker Engagement to Support Advanced Manufacturing](#)

[Supply Chain Collaboration through Advanced Manufacturing Technologies](#)

2020 business model and operating model changes

<https://www.weforum.org/reports/towards-a-new-normal-new-design-rules-for-advanced-manufacturing-business-models#report-nav>



Broad Digital Transformation Archetypes

Pathways - quick wins, capability development, and business model innovation

1. EXPERIMENT & APPLY

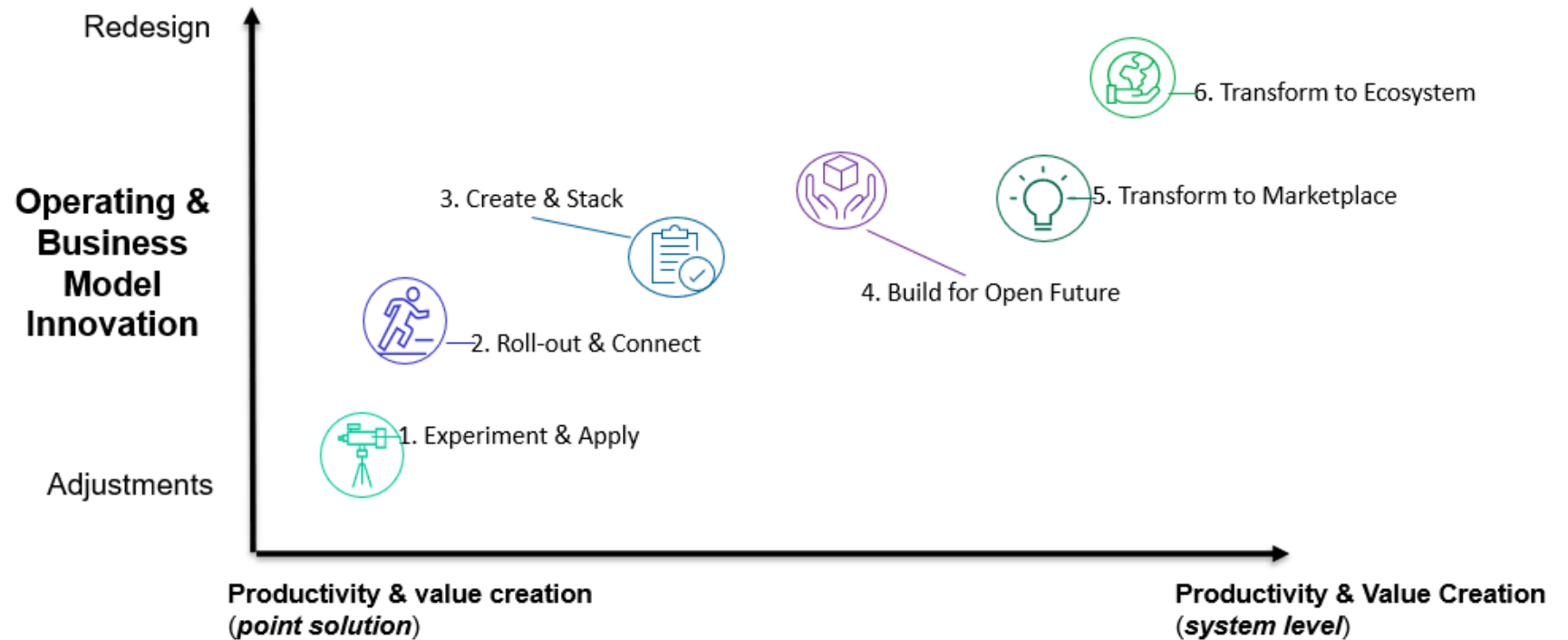
2. ROLL OUT & CONNECT

3. CREATE & STACK

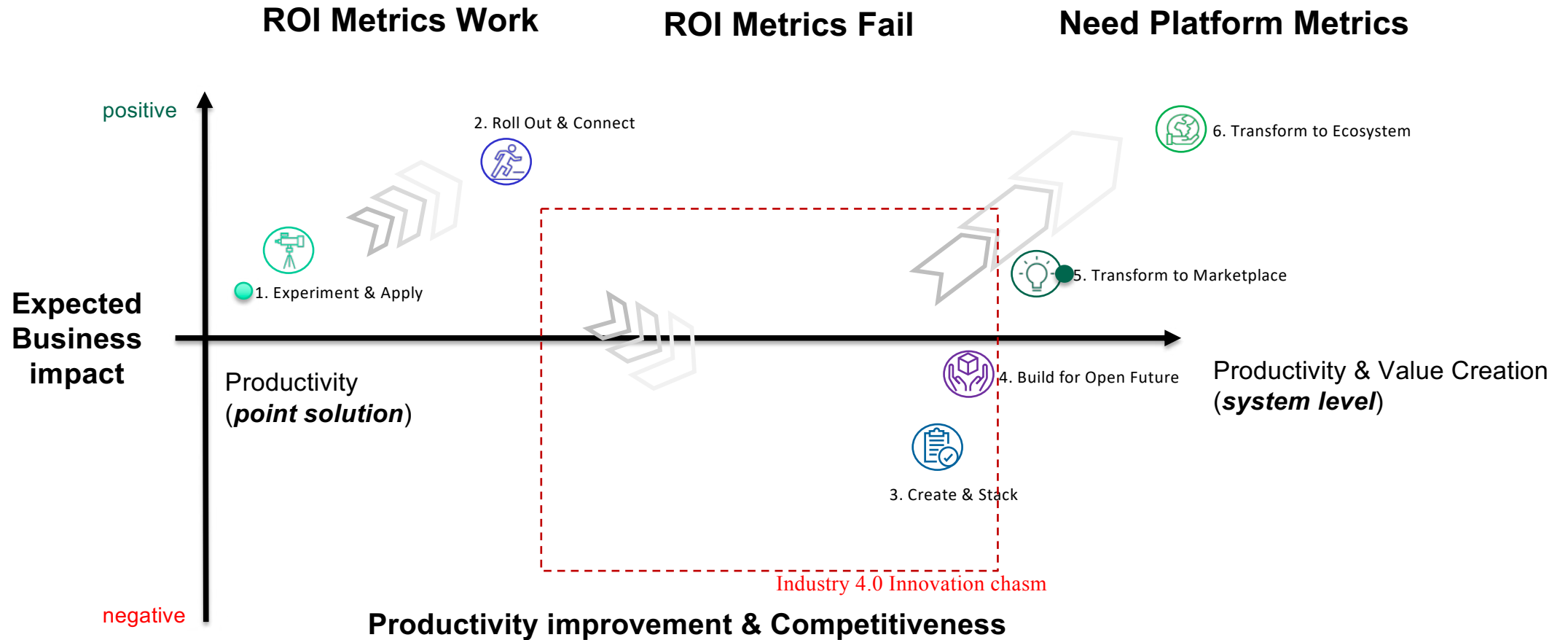
4. BUILD FOR OPEN FUTURE

5. TRANSFORM TO MARKET-PLACE

6. TRANSFORM TO ECOSYSTEM



Need different metrics for each type of investments



Will also need additional organizational capabilities

Takeaways

- B2B platforms differ from B2C in some important ways
- Fundamental economics of value creation help us understand different systems
- Technology initiatives differ along dimensions of business model and operating model changes required
- Technology initiatives can be categorized by the number and type of actors involved
- Infrastructure investments can exhibit “worse before better” impacts
- Need to match metrics to type of initiative