Anticipating alternative futures for platform economy

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Mikko Dufva, Leena Ilmola-Sheppard, Seija Junno, Raija Koivisto

mikko.dufva@vtt.fi @mdufva
Among the hype, there is a need for sensemaking of impacts & opportunities.
Alternative futures and what to do

What are platform ecosystem options from a national perspective within different global development scenarios?
Platform?

”Shared social and technological structures that connect multiple producers and users of services, products and social value”
Platform economy?

“The value creation system consisting of platforms”

Key characteristics compared to ”traditional economy”:

- Network effects
- Multi-sided markets
- Importance of data
Process and methods

- Morphological analysis
- Narrative writing & What-ifs

Options
- Expert workshops
- Questionnaire for assessment

Synthesis
- Robust portfolio modelling
- Discussing recommendations

Scenario building

Company case study
Scenario building: key uncertainties

- **Platform Geopolitics**
  - US dominance
  - US-China duopoly
  - Europe is a driver

- **Central Actors That Shape**
  - Few competing global consortia
  - Users; prosumers, sme-
  - Governments

- **Data Transfer**
  - Reliable and open
  - Temporary problems that are solved
  - Total collapse of internet

- **Regulatory Environment**
  - Strongly regulated by governments
  - Asymmetric
  - Market driven development
  - Taxation systems revolutionary

- **Economy**
  - Exponential growth
  - Global financial system collapse
  - Sustainable growth
  - Polarization of the economic growth

- **Consumers Reality**
  - Polarization of consumers: have & have-
  - Sustainability is the key value
  - No trust on technology

- **Platform Structure**
  - Open, cross platform, cross M2M, C2C, B2B
  - Dedicated closed or local platforms
  - Layers: metaplatforms, orchestrators, myriads of competing ecosystems
Scenario building: consistency matrix

<table>
<thead>
<tr>
<th>TECHNOLOGY DEVELOPMENT</th>
<th>Exponential development</th>
<th>Smooth, slow development</th>
<th>Plateaus with development leaps development</th>
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<tr>
<td>ACTORS</td>
<td>Few competing global consortia</td>
<td>Users, prosumers, sme-companies</td>
<td>Governments</td>
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<td>ECONOMY</td>
<td>Winner takes it all - but not for long</td>
<td>Fast growth</td>
<td>Stagnation</td>
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<td>USERS</td>
<td>Polarization of consumers: haves &amp; have-nots.</td>
<td>Sustainability</td>
<td>Nationalism and opposition for globalization</td>
</tr>
</tbody>
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![Consistency Matrix Diagram](image-url)
Consistent and dissimilar scenarios
Three scenarios

Polarization driven by China and US

Sustainable development by Europe

US driven fast, unreliable growth
Options: assessment questionnaire
Building a robust strategy – from scenario thinking to action

- Strategy as a combination of initiatives
  - Recognize critical investments
  - Maintain a portfolio of strategic options
- Calculate the feasible portfolios
  - Dependent on the scenarios
- Which actions to take no matter what?
Portfolios of options: example

If only 5 strategy actions are possible to implement
1. Specialization into security solutions
2. Living lab for digitalized economy
3. Platform cooperatives
4. Nordic cooperation
5. Preparedness for Internet failures

If 10 then
6. Platform governance as a new discipline
7. National technical infrastructure solutions as enablers
8. Regulatory environment as an asset
9. Health related data
10. National technical infrastructure solutions as enablers
Key principles for a small open national economy

- Integration of private and public sector competences
- Attractive national vision(s)
- Fast actions
- No need for prominent subsidies to the private sector platform development
Takeaway message

Prepare for multiple futures to balance the hype
Value capturing in the fast emerging platform ecosystems

www.platformvaluenow.org