



**Platform Value *Now*: Value capturing in  
the fast emerging platform ecosystems**

**Horizon Scanning**



The PVN Horizon Scanning teams' goal is to guide you to news articles and reports discussing latest developments in the hot topic of platform economy.

We also provide you with insights on the wider phenomena of platforms and help you interpret the meaning behind all these signals and news in order for you to be able to grasp opportunities relating to your business and organization.

It is evident that the world around us is undergoing gigantic technological and cultural change, and platforms have already started to renew and disrupt the status quo.

Raija Koivisto PhD  
Mikko Dufva PhD  
Heidi Auvine  
Victor Vurpillat PhD

... [more]

everyday travel  
n households

or Y Combinator  
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Technology Review

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## Platform Economy

Platforms Technologies have unique characteristics, with a central feature being the presence of **network effects**.

Network effects are prevalent in platforms, and they mean that more **users beget more users**, a dynamic which in turn triggers a self-reinforcing cycle of growth.



# The Inner Workings Of **DIGITAL DISRUPTION**

How a combination of forces is eating every industry...  
and why yours could be next?

Sangeet Paul Choudary | Geoffrey Parker | Marshall Van Alstyne

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# Disruption has a shape

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Can we trace a set of  
common patterns across...



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# What drove the failure of Borders and Blockbuster?

How did Airbnb move from hipster mattress sharing site to a global accommodation provider challenging big hotel chains?



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# Why is GE becoming a software company from a heavy industry giant?

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**Why are banks  
concerned about  
LendingClub and  
BitCoin?**

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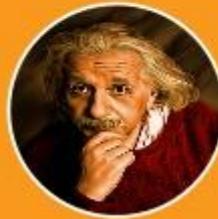
# Why is McCormick Foods hiring data scientists?

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”

We cannot solve our problems with  
the same thinking we used when  
we created them.



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# A CAPSULE HISTORY OF DIGITAL DISRUPTION

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**We often think of  
digital disrupting  
the physical**



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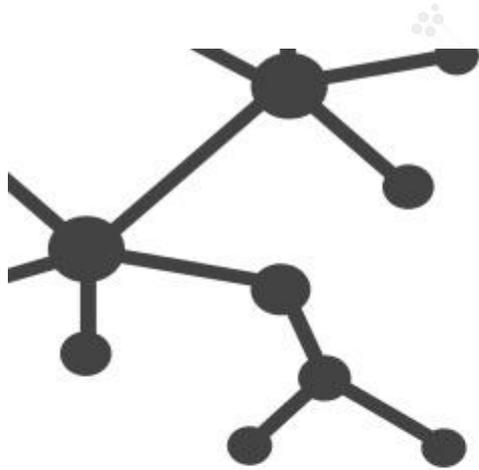


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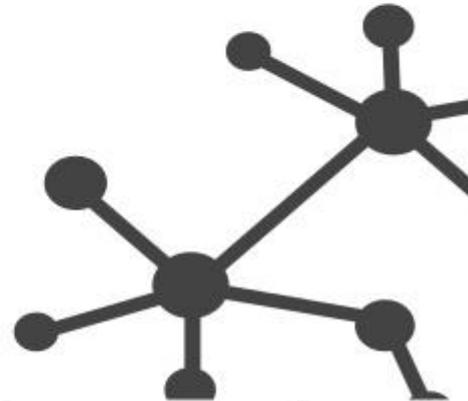
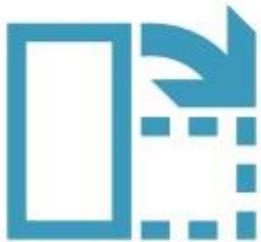
**But there's a much larger shift  
in business models afoot**

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A deeper transformation of the way business and markets are organized.



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# HERE'S A STORY OF INTERNET-ENABLED DISRUPTION

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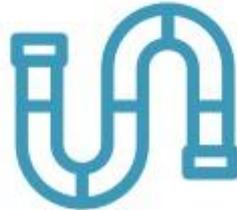
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# PIPE THINKING

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**Pipes: Firms would assemble  
and deliver products and  
services to a market of  
consumers**



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Value created upstream,  
delivered downstream

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**Our factories work like  
pipes, running supply  
chains to assemble  
products and send them  
out via distribution  
channels**

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**Traditional media has  
worked like a pipe  
spewing content to an  
audience**



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# PLATFORM THINKING

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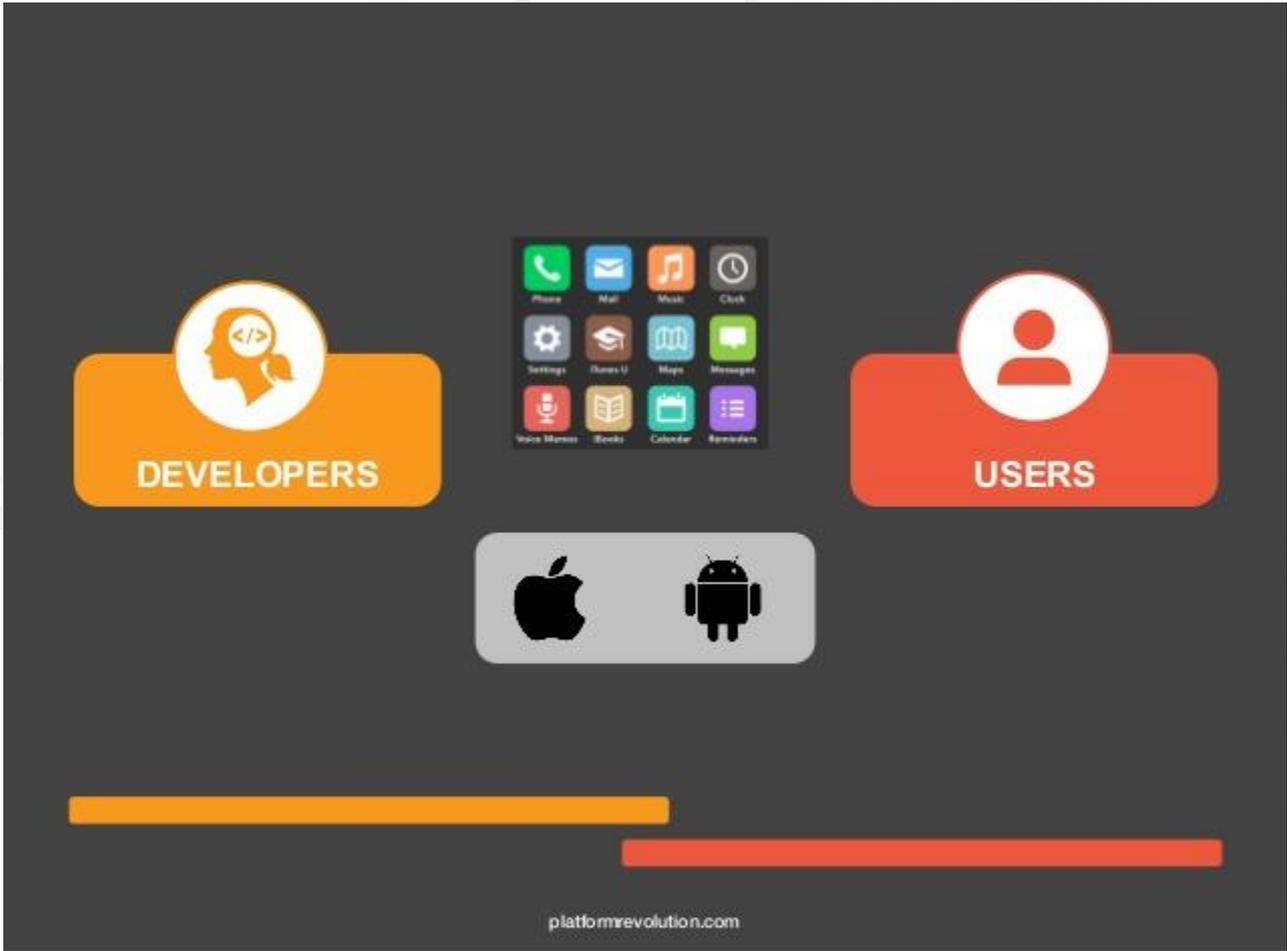
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**Business leaders, today, are building platforms that enable diverse participants to connect and interact with each other**

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HOSTS

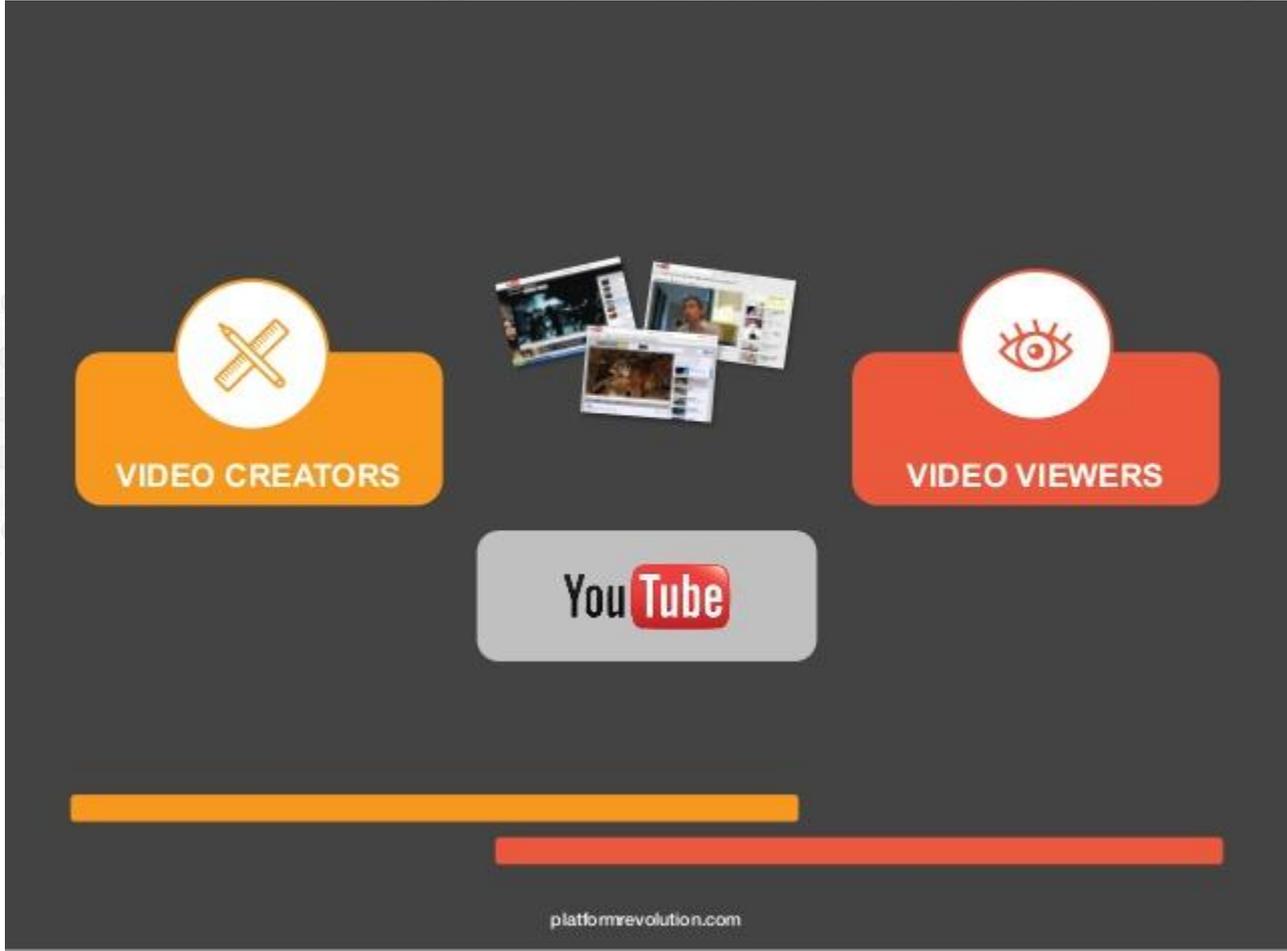


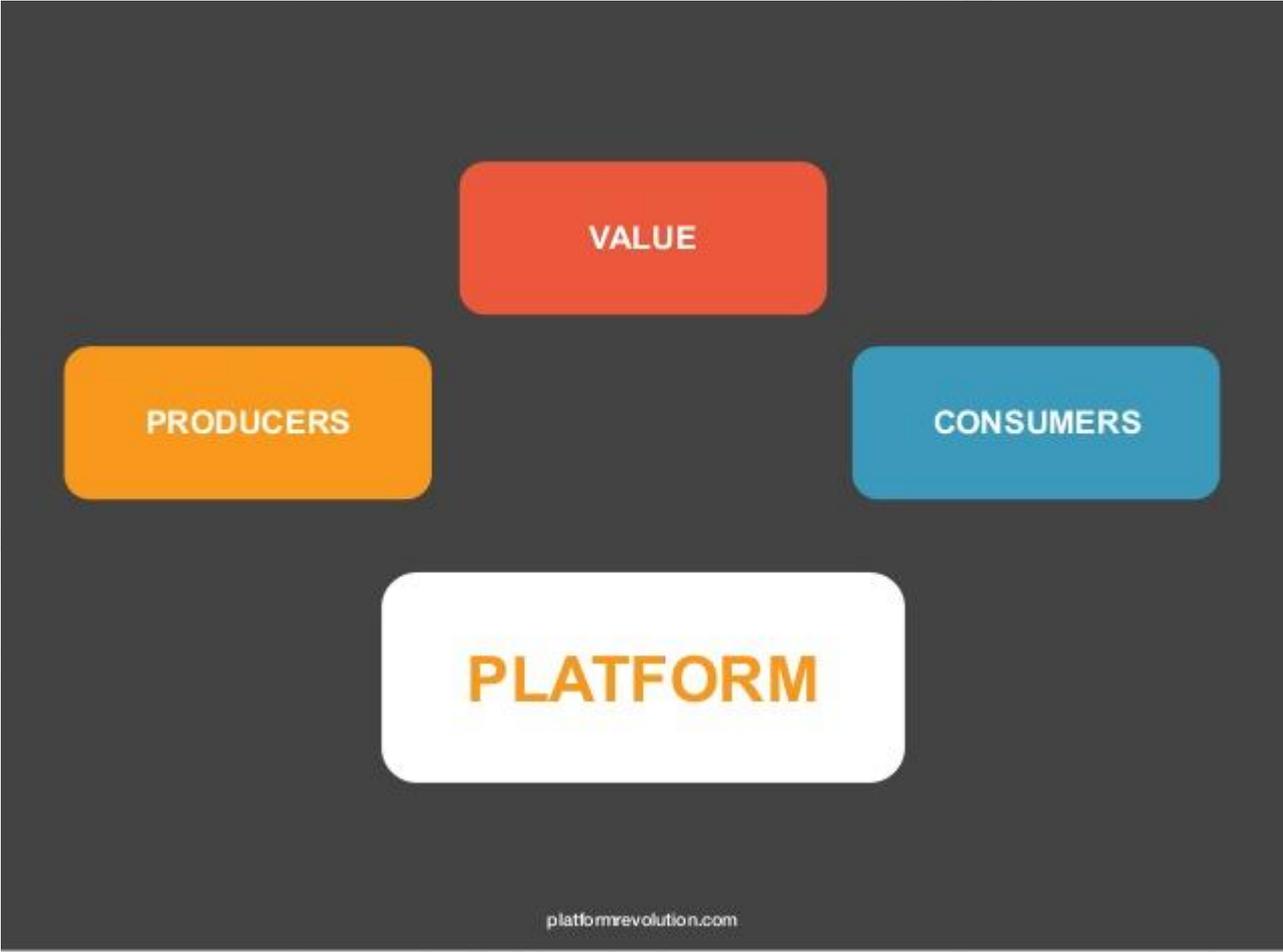
TRAVELLERS

airbnb

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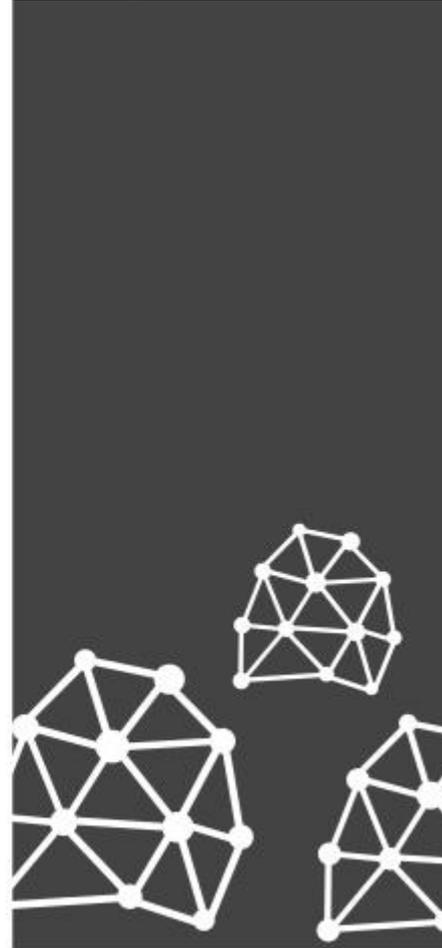
A host of technologies ranging from cheaper publishing tools and mobile connectivity to wearables and 3D printers are democratizing access to the tools of production. Anyone can be a producer.

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**Networked platforms aid  
the creation of large  
open ecosystems, by  
connecting producers to  
consumers and enabling  
them to interact**

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**The platform  
creates pull to  
attract producers  
and consumers**

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It provides a plug-and-play infrastructure that enables them to connect and interact with each other

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**Finally, it leverages data to  
connect the most relevant  
producers and their  
products or services with  
consumers**

# Education

The world of education is about to be turned on its head. Platforms such as [Class Central](#) or [EDX](#) gather a broad range of free online courses from universities such as MIT, Harvard etc. These kinds of platform will democratize, demonetize and decentralize our education system.

The brick and mortar campuses of the past will give way to education online and on demand. The greatest **teachers will be teaching in virtual reality** ([Tech Crunch](#)), reaching millions of students at an incremental cost of near zero. The educational institution business model will shift to **performance based learning** with tuition rebates for course completion and job guarantees upon graduation ([NY Times](#))

Learning becomes continuous and an inherent part of everything we do enabled by **blockchain validated nanodegrees**, leading to a learning economy ([IFTF](#)).

See more on these and other news in:

- [When Virtual Reality Meets Education](#)
- [Where Are They Now? Revisiting Breneman's Study of Liberal Arts Colleges](#)
- [Udacity Says It Can Teach Tech Skills to Millions, and Fast](#)
- [Learning is earning in the national learning economy](#)

# Platform Thinking

The world is waking to the disruption about to be unleashed by the advent of Platform Technologies. These technologies will cross not only country boundaries but industries as well ([Platform Thinking](#)).

[Companies which embrace these technologies and use platform business models have grown dramatically in size and scale over the past decade \(CGE\). Half way around the globe Australia is making a major commitment to encourage platform development \(StartupAUS\).](#)

[At the same time there is danger to startups from entrenched platform giants \(Harvard Business School\). The results of all this chaos are very difficult to predict because there are eight exponential technologies converging on the business world \(Diamandis\).](#)

See more on these and other news in:

- [Accelerating technological disruption is coming hard, fast, and mercilessly to every industry](#)
- [When Hosts Attack: The Competitive Threat of Online Platforms](#)
- [Sensors & Convergence](#)
- [G20 Summit: Emerging Opportunities in Platform-enabled disruption](#)
- [The Rise of the Platform Enterprise: A Global Survey](#)

## THE EIGHT EXPONENTIAL TECHNOLOGIES

An expert might be reasonably good at predicting the growth of a single exponential technology (e.g. the Internet of Things), but try to predict the future when the following eight technologies are all doubling, morphing and recombining... You have a very exciting (read: unpredictable) future.

1. Computation
2. Internet of Things (Sensors & Networks)
3. Robotics/Drones
4. Artificial Intelligence
5. 3D Printing
6. Materials Science
7. Virtual/Augmented Reality
8. Synthetic Biology

# Blockchain

We are on the verge a massive, global change, much like the early days of the Internet. Blockchain technology, extremely secure distributed ledgers, will soon displace legacy databases and their bloated infrastructure in dozens of industries from Wall Street to supply chain management.

Secure, running records of verified transactions get chained together and replicated in nodes across Blockchain networks. Blockchains will speed up the global economy by allowing companies to complete global transactions faster across borders while guaranteeing data integrity.

Physical, legal, and financial transactions are tied together in a Blockchain, a series of transactions recorded in a distributed ledger without the need for a centralized authority. The economic impact is enormous; Blockchains will account for trillions of dollars in transactions across key industries including healthcare, insurance, real estate, government, banking, and financial markets by 2020, [VLAB Enterprise Forum](#)

Blockchain provides a technology of trust and eliminates the need for a middleman. This will allow truly distributed systems as well as new functionality such as smart contracts [Lets Talk Payments](#)

[KNOW MORE ABOUT BLOCKCHAIN: OVERVIEW, TECHNOLOGY, APPLICATION AREAS AND USE CASES](#)

[Blockchain: Transforming the Future of Global Business](#)

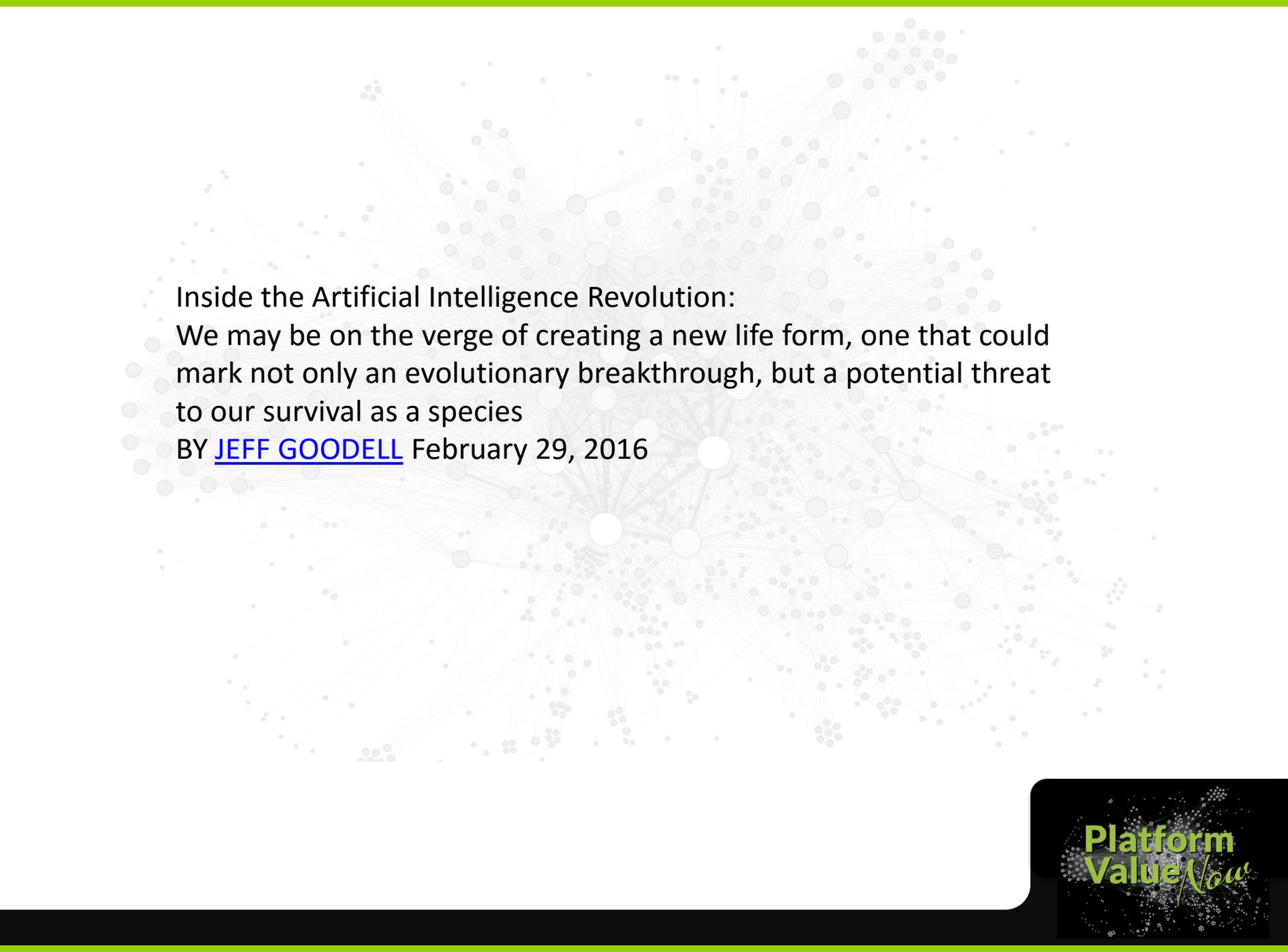
[Blockchain-Powered Trading and Investment Platforms](#)

[Wall Street Vet on How Banks Will Make Cost Savings, Profits from Blockchain](#)

[Global Securities Industry Group Survey Finds 55% of Firms Engaging in Blockchain Tech R&D](#)

[Estonian citizens will soon have the world's most hack-proof health-care records](#)

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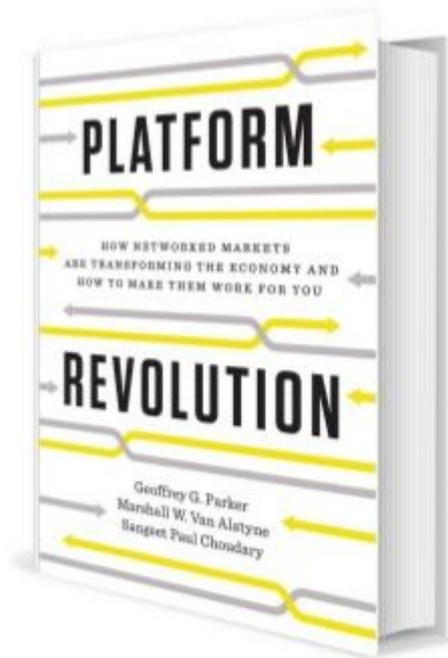


Inside the Artificial Intelligence Revolution:

We may be on the verge of creating a new life form, one that could mark not only an evolutionary breakthrough, but a potential threat to our survival as a species

BY [JEFF GOODELL](#) February 29, 2016

## Learn about all aspects of the Platform Revolution



**TODAY:** Welcome to the platform revolution  
**NETWORK EFFECTS:** The power of the platform  
**ARCHITECTURE:** Designing a platform  
**DISRUPTION:** How platforms conquer industries  
**LAUNCH:** Launching a successful platform  
**MONETIZATION:** Capturing the value  
**OPENNESS:** Defining user and partner rights  
**GOVERNANCE:** Policies to manage value creation  
**METRICS:** Measuring what really matters  
**STRATEGY:** How platforms change competition  
**POLICY:** Regulating platforms  
**TOMORROW:** The future of the platform revolution

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