

The Platform Design Mindshift Session



For T2I use only

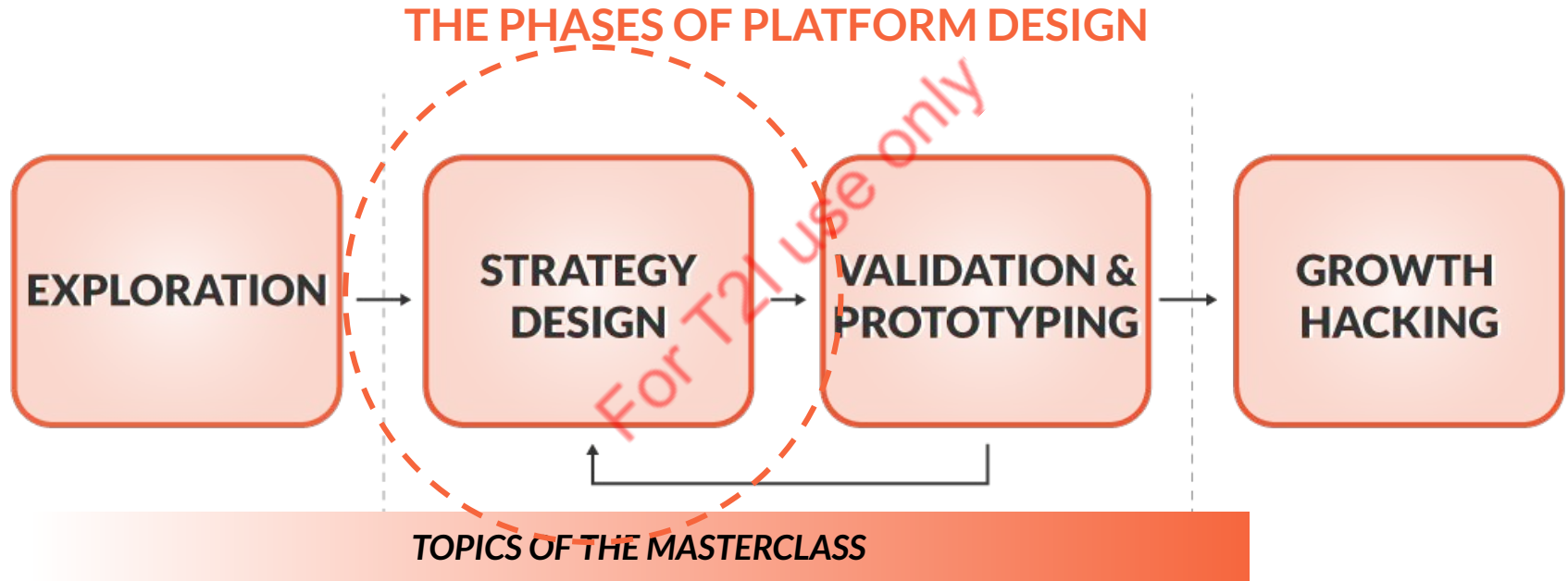
TEAM



GUGLIELMO

AGENDA

Stages of Platformization Process

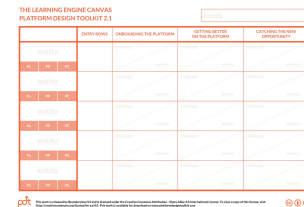
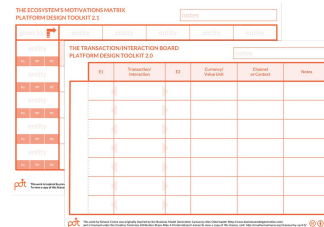
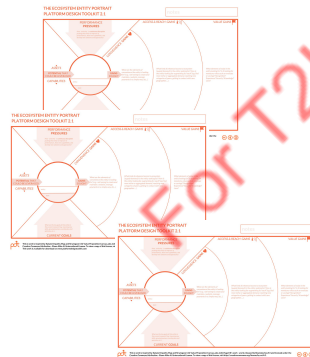
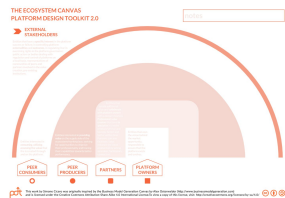


How entities are in
relations in my
ecosystem?

what's their context ?

what they can
exchange and how can
I facilitate these
exchanges ?

How the entities will
evolve ?



WARM-UP

“My name is...”



“my hopes for today are...”



“my fear for today are...”



GOOD HABITS



Be like Danielsan

*You'll forgive us if
sometimes we look
like this....*





Stretch like a Cat !

DO THAT AS MANY TIMES AS YOU WISH



FESTIVAL USE ONLY

Have fun!
YOU'RE HERE TO LEARN : ^)



1. A TOOL IS JUST A TOOL

(never prescriptive)

2. THE CONVERSATION AND THE INSIGHT

GATHERING IS THE IMPORTANT PART

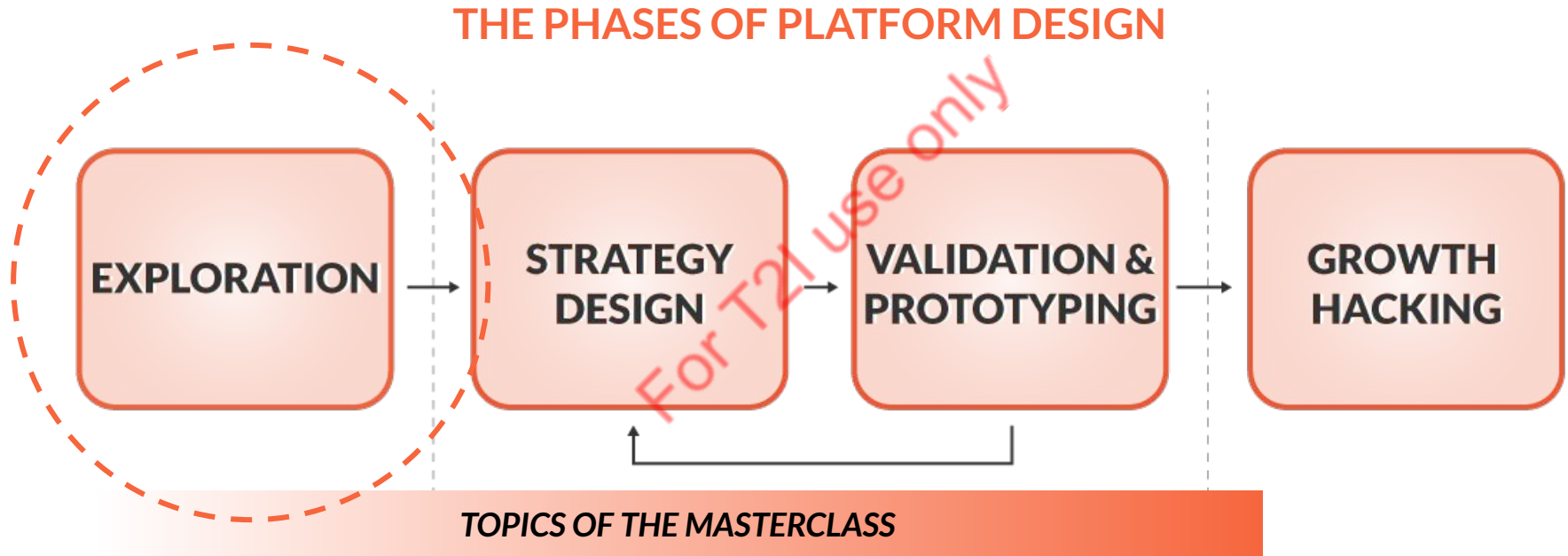
3. VISUALIZATION ENABLES TO SPOT

OPPORTUNITIES

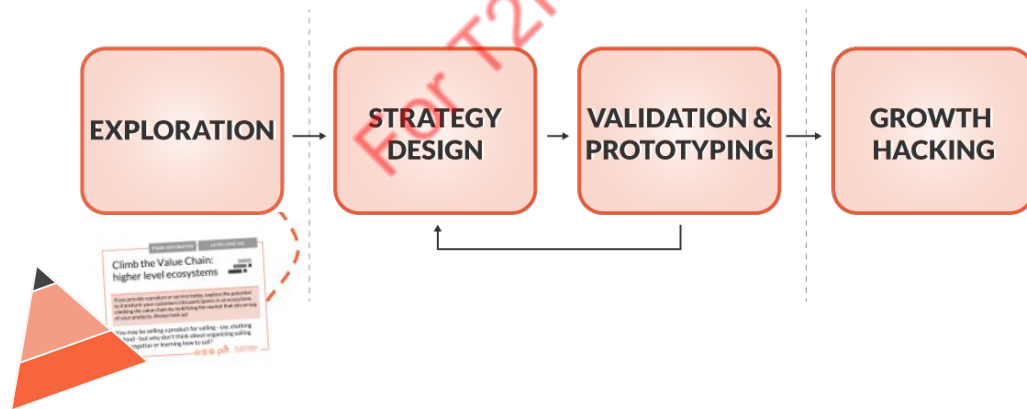
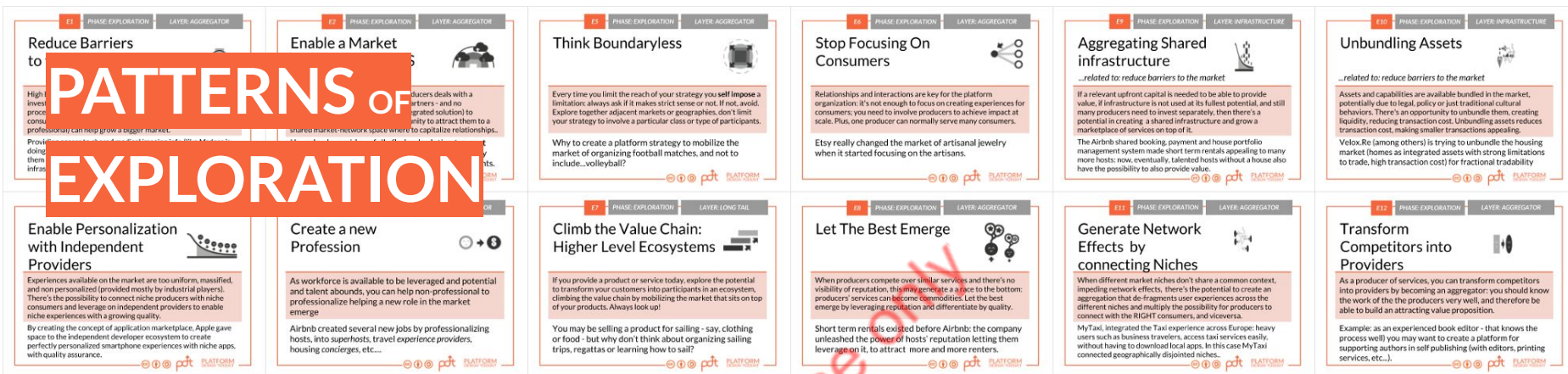
0. BRIEF CONSOLIDATION

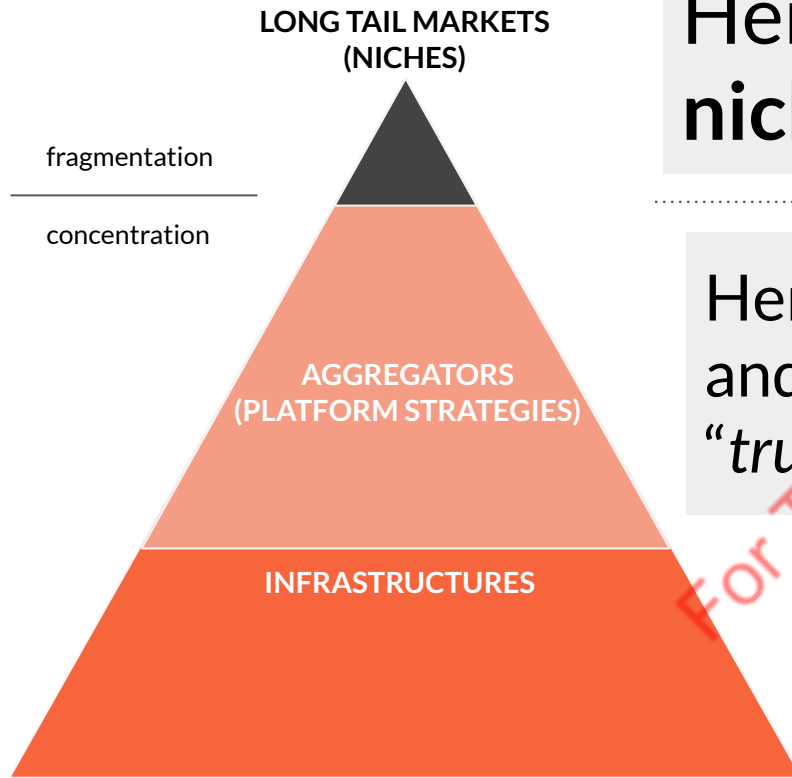
Context, Patterns

Stages of Platformization Process



PATTERNS OF EXPLORATION





Here niche producers and
niche consumers interact

Here aggregators connect producers
and consumers - becoming
“trusted advisors” and *“talent agents”*

Infrastructures allow the creation of more
and more aggregation strategies, by making
the essential components **cheap** and
ubiquitous.

Key Question:

What are the recurring behaviours, chain of events, approaches (**patterns**), that we can spot when a market, context or organization is “platformized” (an aggregator shapes it)?



KEY DIFFERENTIATORS

BRIEF / YOUR ROLE

KEY DIFFERENTIATORS

- Quality of channels, low cost of transaction
- Quality and price of support services
- Size of the network (available demand/supply)

TYPES

- **Acquire supply** - Eg: Netflix (buys shows)
- **Sustain cost of transaction on a supply that comes organically** - Eg: UBER (background checks)
- **Have Zero supply cost** - Eg: Google search / Facebook (if you're not on Google you don't exist)

KEY DIFFERENTIATORS

- Price
- Ubiquity
- Standardization
- Easy of Plug/Play

ASK THESE KEY QUESTIONS:

- Are consumers looking for more **personalized experiences**?
- Are **producers** trying to **specialize in niches**?
- Is technology making **easier** for **smaller producers** to jump in?

- Is there relevant supply that the aggregator can acquire or attract?

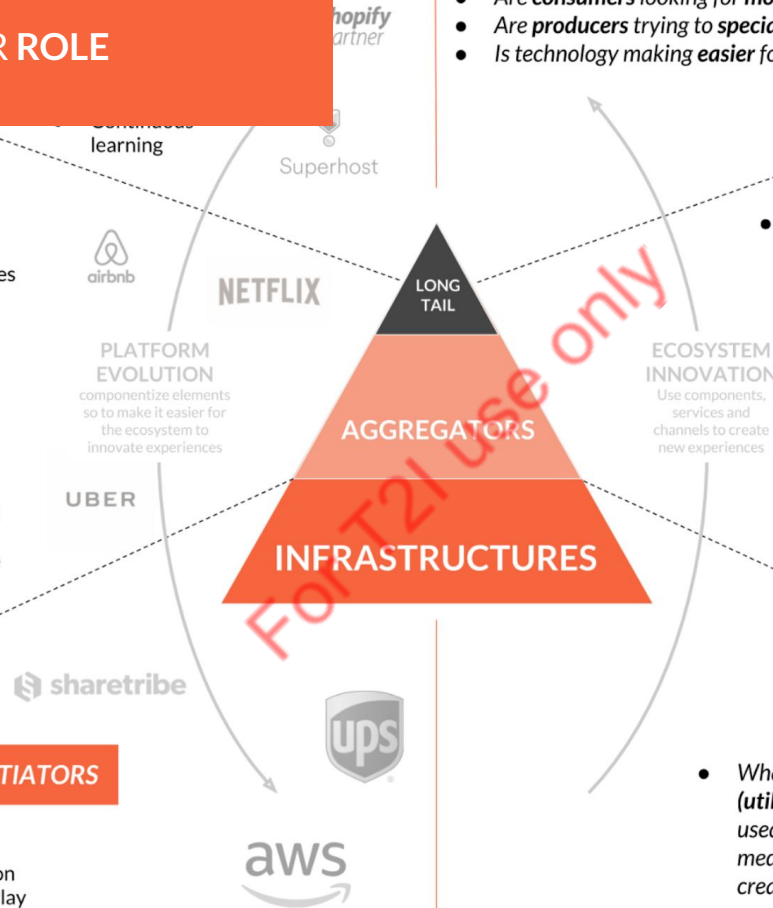
- Are there some **mediators, brokers, connectors** that are facilitating already the connection between producers and consumers?

What if?

What scenarios can be imagined if one picks one of the **patterns of platformization**?

Patterns ⇒ Scenarios

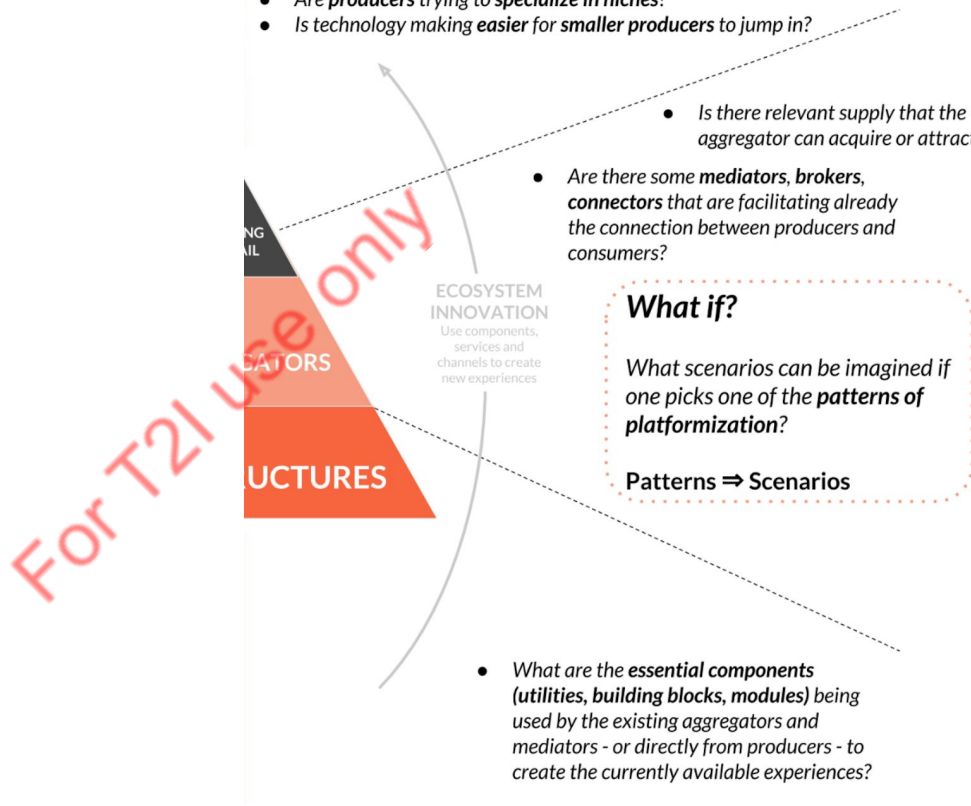
- What are the **essential components (utilities, building blocks, modules)** being used by the existing aggregators and mediators - or directly from producers - to create the currently available experiences?

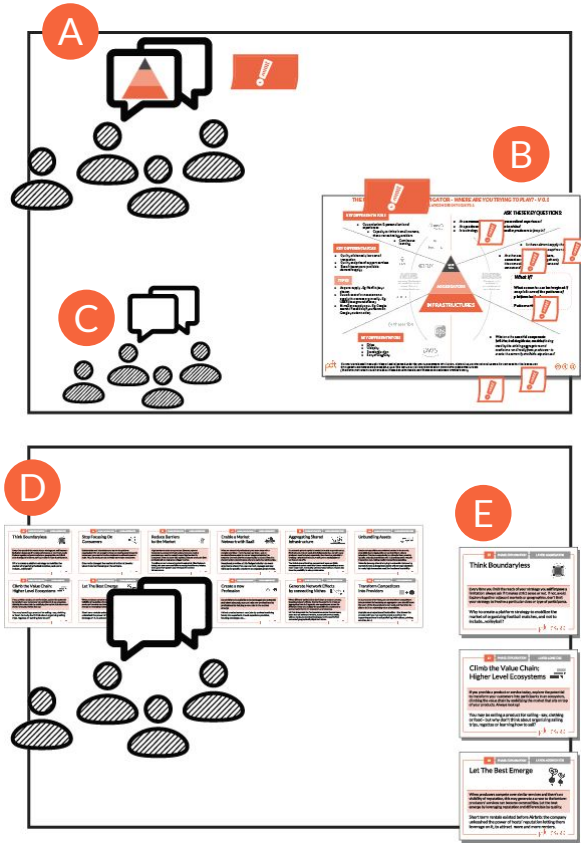


Answer these questions:

ASK THESE KEY QUESTIONS:

- Are consumers looking for more personalized experiences?
 - Are producers trying to specialize in niches?
 - Is technology making easier for smaller producers to jump in?
- Is there relevant supply that the aggregator can acquire or attract?
- Are there some **mediators, brokers, connectors** that are facilitating already the connection between producers and consumers?
- What if?**
- What scenarios can be imagined if one picks one of the **patterns of platformization**?
- Patterns ⇒ Scenarios**
- What are the **essential components (utilities, building blocks, modules)** being used by the existing aggregators and mediators - or directly from producers - to create the currently available experiences?





- A **Identify the context** you want to mobilize. Give it a name
- B Answer to the **compass questions**
- C Discuss how playing the role of aggregator would **impact** the role your organization is playing now
- D Pick up **pattern cards** and ask in team: "How could this pattern play out in the context? What would it mean?"
- E Select **2-3 key patterns**



TEAM / BRIEF FINALIZATION

1. MAPPING THE ECOSYSTEM

What are we doing?

- Mapping all the entities in the ecosystem
- Potentially cluster them according to how they interact (from **entities** to **roles**)
- To visualize our ecosystem

How is this connected with next steps?

- The context of the mapped entities will be explored in detail later in the Entity Portrait
- **Not written in stone:** You'll back often to this canvas later on, and you'll always be able to change and adapt it based on your further understanding and considerations

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THE ECOSYSTEM CANVAS PLATFORM DESIGN TOOLKIT 2.2

Ecosystem name

EXTERNAL STAKEHOLDERS

Entities that have a specific interest in the platform success or failure, in controlling platform externalities and outcomes, in regulating it or in exercising rights in the platform governance: public actors or bodies dealing with regulation and control of platforms on a local basis, representatives of communities of peers and partners involved in the value creation, pre-existing institutions.

Entities interested in *consuming, utilizing*, accessing the value that the is created through and on the platform.

Entities interested in *providing value* on the supply side of the ecosystem/marketplace, seeking for opportunities to improve their professionalism and honing their capabilities towards better performance.

Entities that *create additional value and collaborate* with platform owners with a deeper relation. Professional value creators that tend to specialize in a niche product/service and become better and better within time. Partners can also facilitate the platform by acting as brokers, facilitators, co-creators.

Entities that own the vision behind the market opportunity, responsible to ensure that the platform exists and evolves.

PEER
CONSUMERS

PEER
PRODUCERS

PARTNERS

PLATFORM
OWNERS



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Platform Owners / Shapers

players who owns the vision behind the realization of the market and ensure that the platform exists

Stakeholders

entities that have a specific interest in platform success or failure, in controlling platform externalities and outcomes

Partners

professional entities that seek to create additional professional value and to **collaborate with platform owners** with a stronger relationship

Peer Producers

entities interested in providing value on the supply side of the ecosystem /marketplace, seeking for a better performance

Peer Consumers

entities interested in consuming, utilizing, accessing the value that is created through and on the platform

IMPACT

SUPPLY

DEMAND

Platform Owners / Shapers

players who own the vision behind the realization of the market and ensure that the platform exists

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IMPACT

SUPPLY

DEMAND

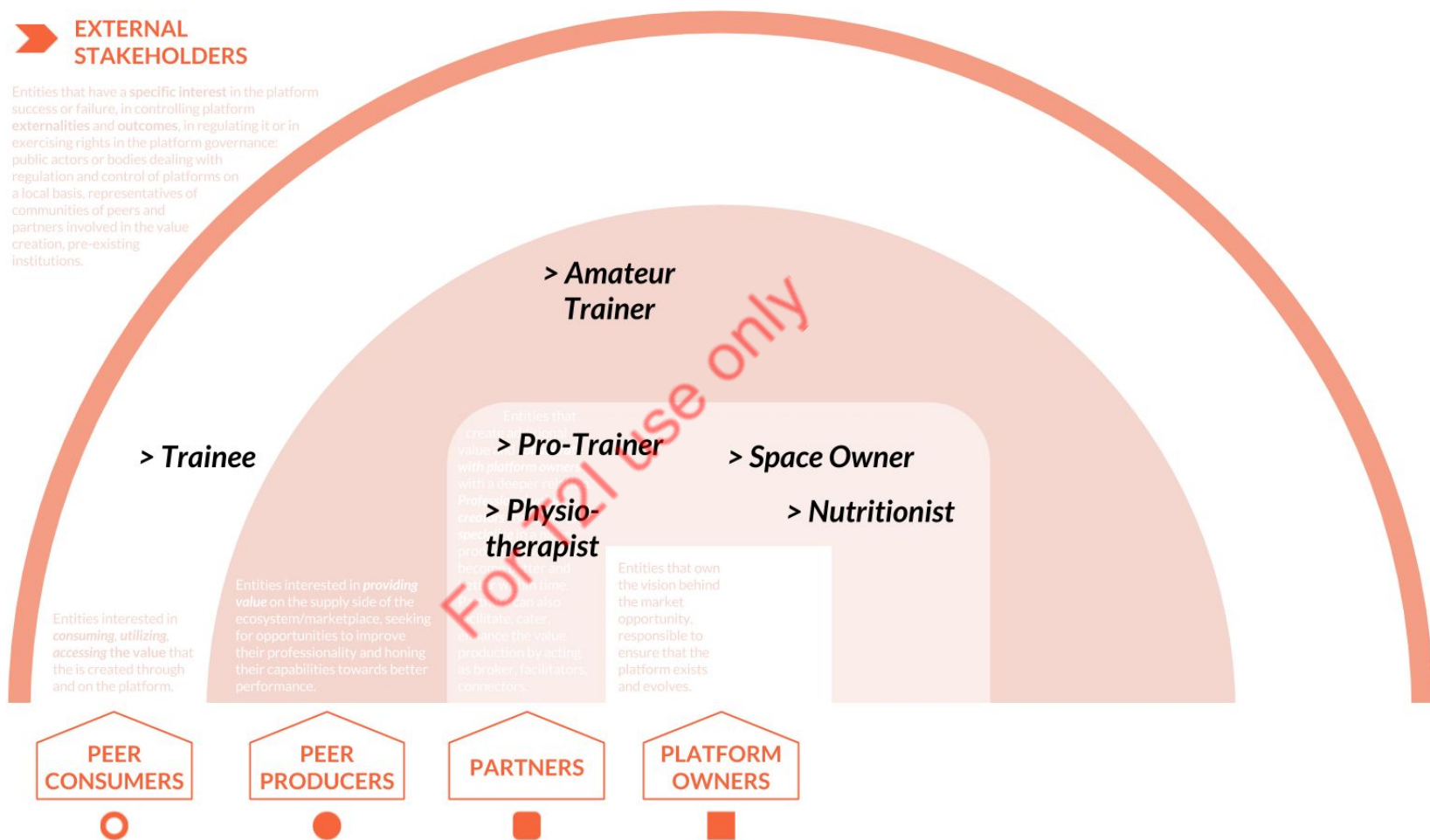
The Getting Fit example

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EXTERNAL STAKEHOLDERS

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EXTERNAL STAKEHOLDERS

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City
councils

Guests

Entities interested in *consuming, utilizing, accessing* the value that is created through and on the platform.

Hosts

Entities interested in *providing value* on the supply side of the ecosystem/marketplace, seeking for opportunities to improve their professionalism and honing their capabilities towards better performance.

Experience
Hosts

Entities that create additional value and collaborate with platform owners with a deeper role. Professional creators that specialize in the production of service and become a leader and become a reference in time. They can also facilitate other production by acting as broker, facilitators, connectors.

Superhosts

Entities that own the vision behind the market opportunity, responsible to ensure that the platform exists and evolves.

Airbnb

PEER
CONSUMERS



PEER
PRODUCERS



PARTNERS



PLATFORM
OWNERS



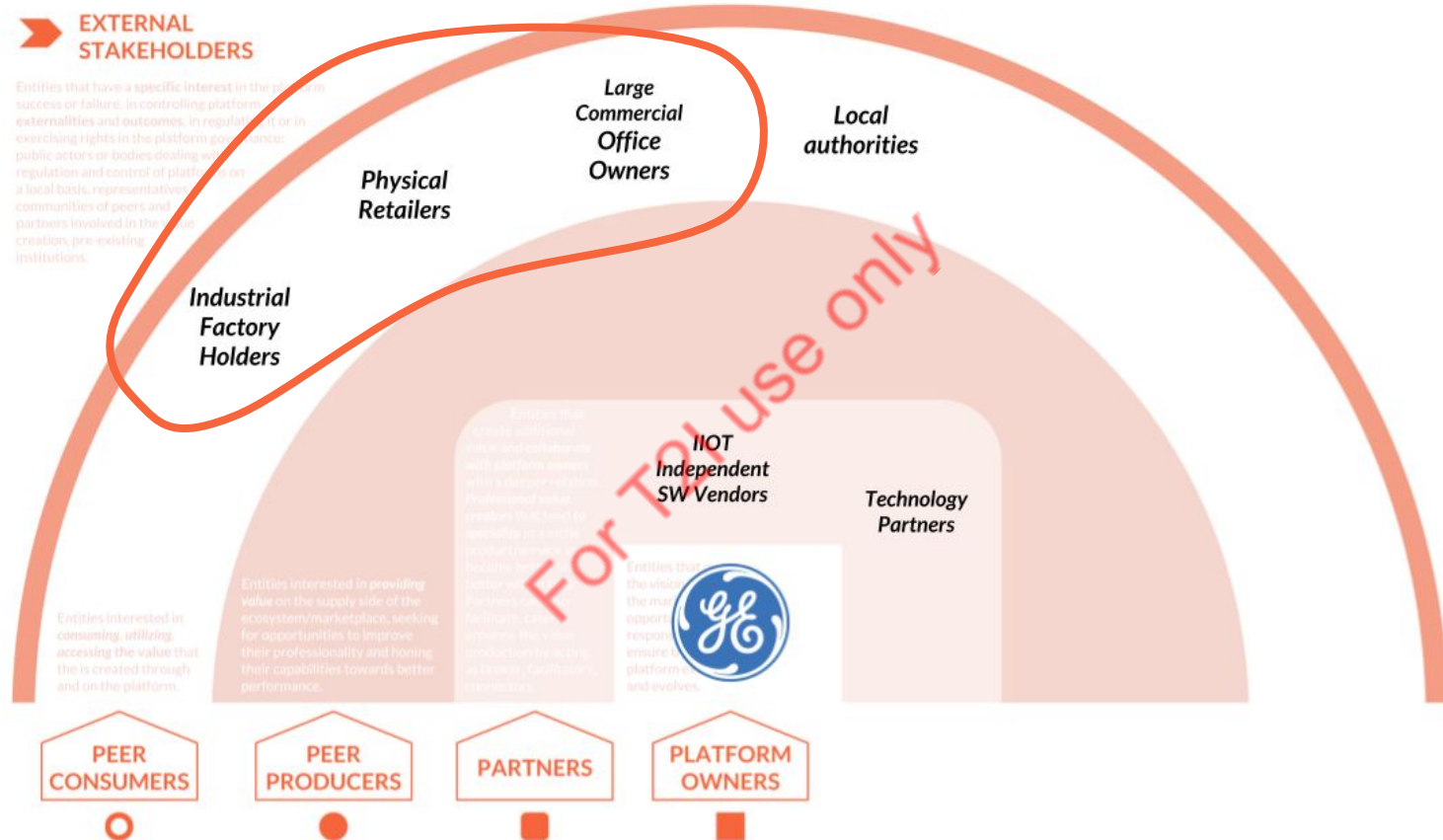
THE ECOSYSTEM CANVAS

PLATFORM DESIGN TOOLKIT 2.1

notes

EXTERNAL STAKEHOLDERS

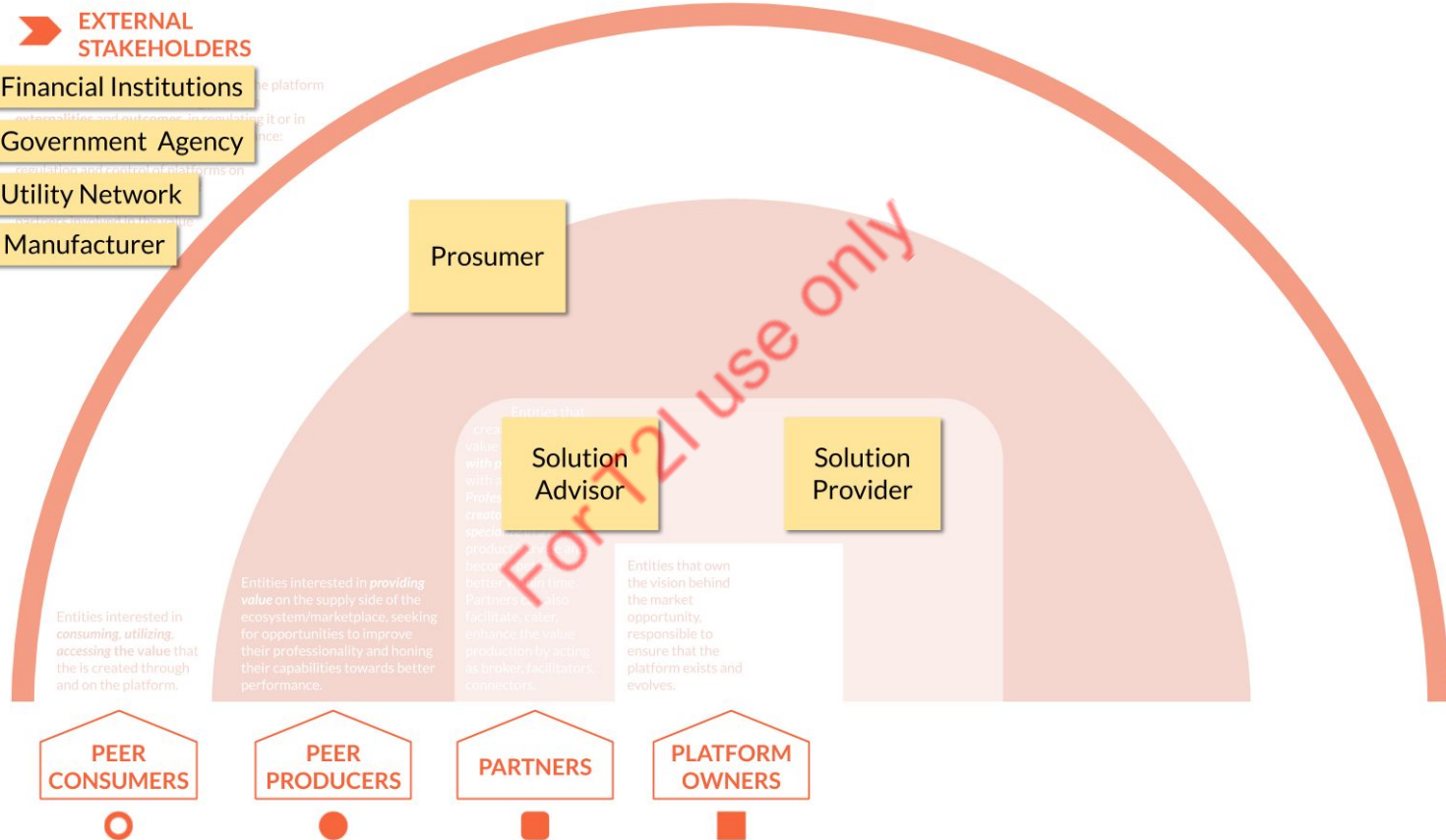
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THE ECOSYSTEM CANVAS PLATFORM DESIGN TOOLKIT 2.2

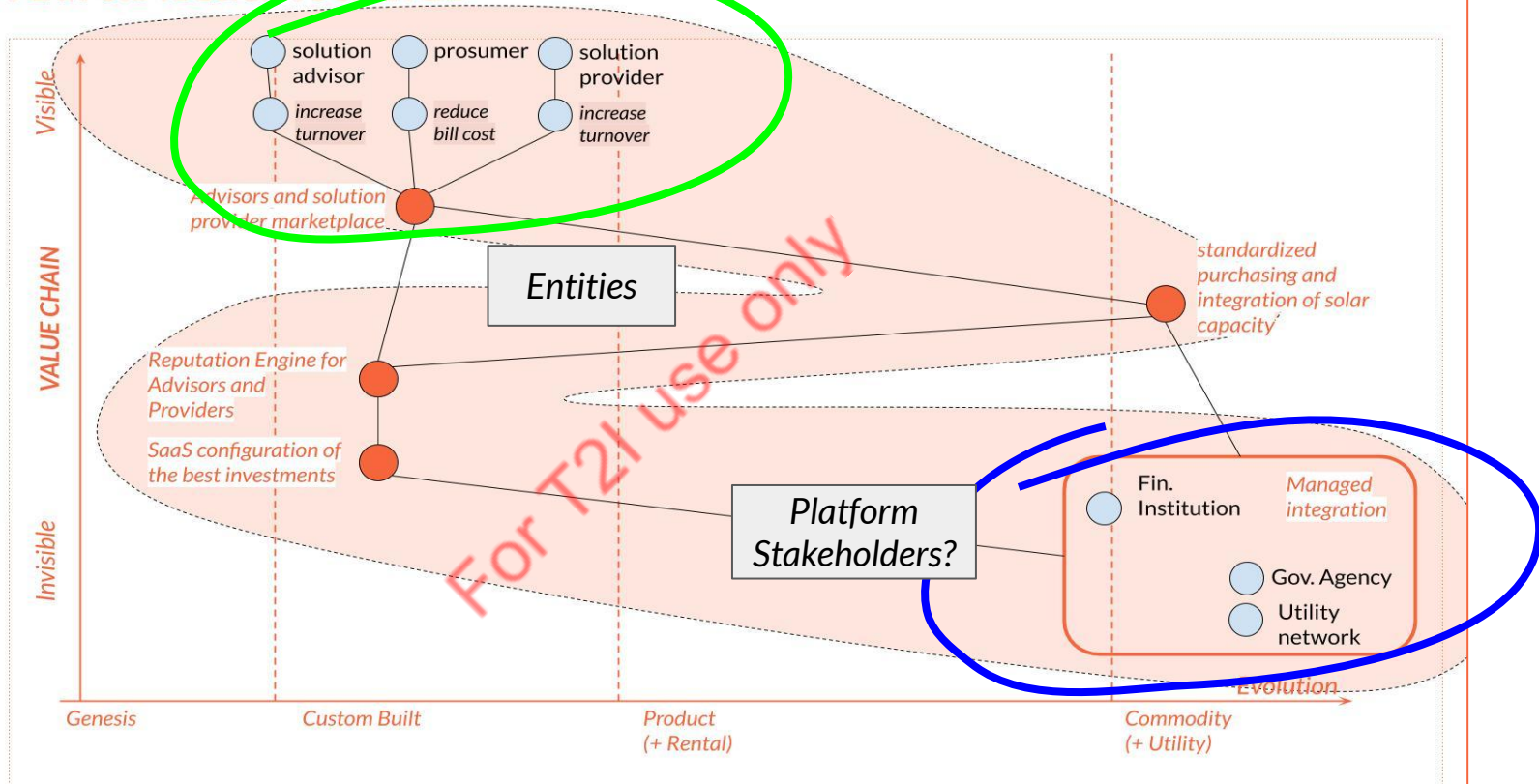
Prosumer Energy Production



For 121 use only

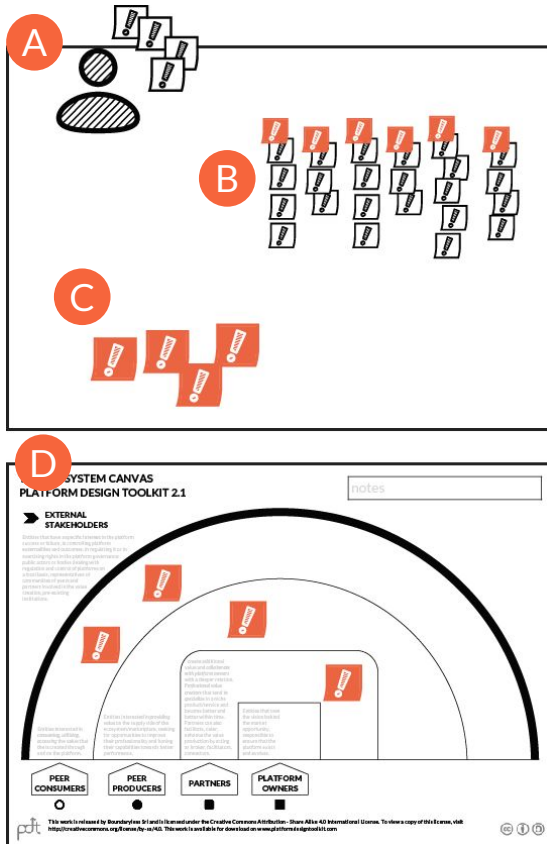
WARDLEY MAP PLATFORM DESIGN TOOLKIT 2.2

Prosumer Energy Production



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- A** Start from **Entities coming from WM and Big Picture**, put them on the wall
- B** **Cluster** similar entities together. From Entities to ROLES.
- C** **Choose maximum five** entities (**DOT VOTING**) in the PP/PC/PA (peers) spectrum. Re-cluster or just choose five you want to start with.
- D** Position PP/PC/PA **based on the key value** produced: are they consumers or producers?

Key Takeaways

PLATFORM DESIGN PRINCIPLE #2

Design For Emergence

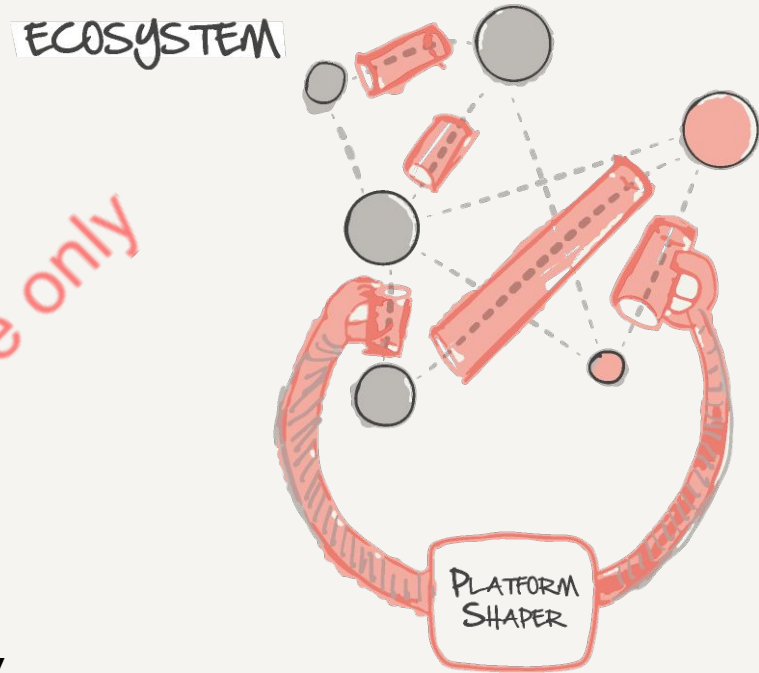
Design For Emergence

Designing a strategy to mobilize — a platform — doesn't work if no ecosystem is there to be mobilized.

Platform Design is the **death of inside-out strategies**: never start from your capabilities, your assets, or your identity.

Think instead how these can help an existing ecosystem in exchanging value.

In the ecosystem lies the center of your strategy.



Key Takeaways

2. PORTRAYING THE ENTITIES IN THE ECOSYSTEM

What are we doing?

- Trying to understand fully the context lived by the **entity/role** in the ecosystem
- Reflecting on how to craft **incentives** to **attract** them
- Assessing the **potential** they can leverage and what is “blocking” their expression

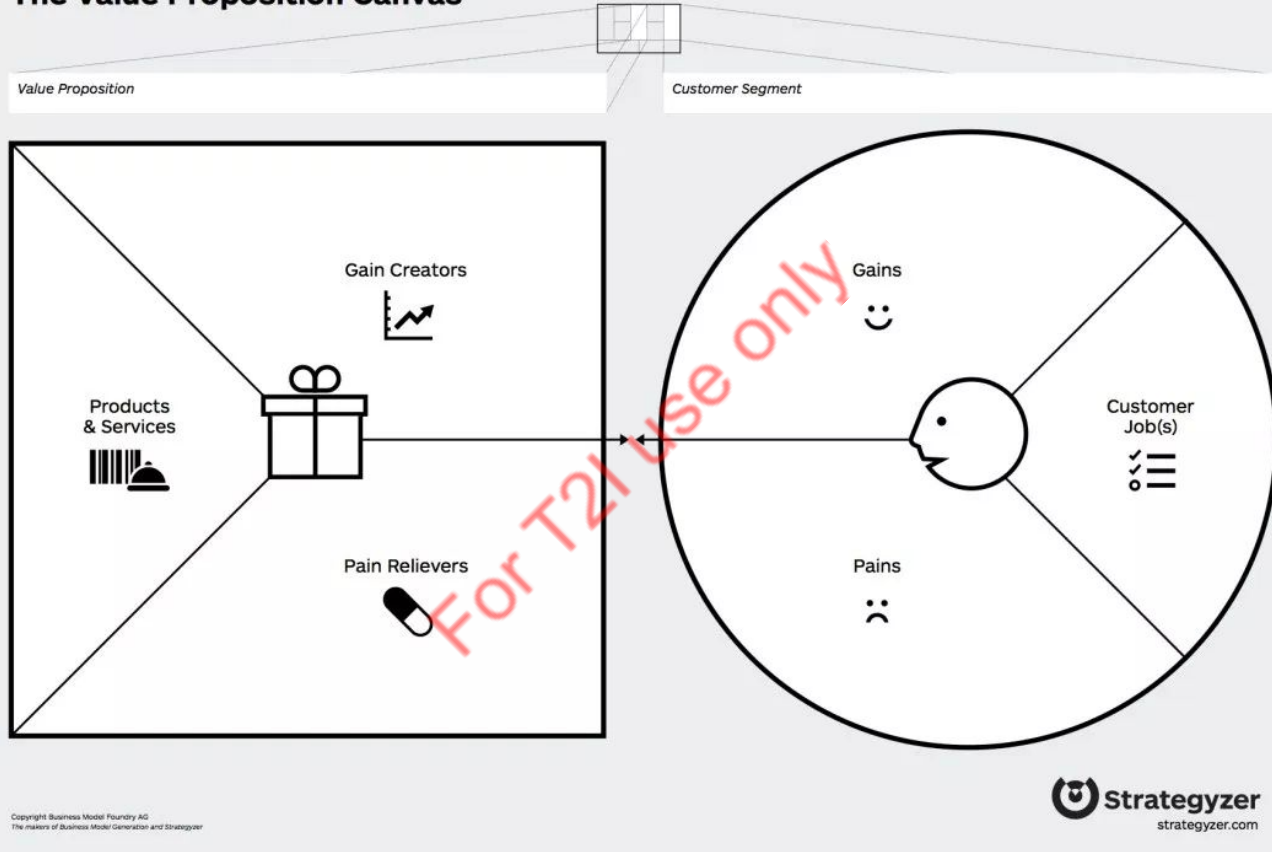
How is this connected with next steps?

- The **Portrait** will give you a deep understanding of **who you're designing for**
- **Reality check:** This canvas will be used to close the circle: we're going to see how the experiences we will design “resonate” with the portrait

For T2I use only

Why going beyond User Centered Design?

The Value Proposition Canvas



Empathy Map Canvas

Designed for:

Designed by:

Date:

Version:

The diagram is a large rectangle divided into seven numbered sections around a central head profile. The head profile is a simple line drawing of a person's head in profile, facing right. The head is divided into two main sections: the upper section (brain) and the lower section (mouth). The upper section is further divided into two sub-sections: 'PAINS' on the left and 'GAINS' on the right. The lower section is a single sub-section. The seven numbered sections are:

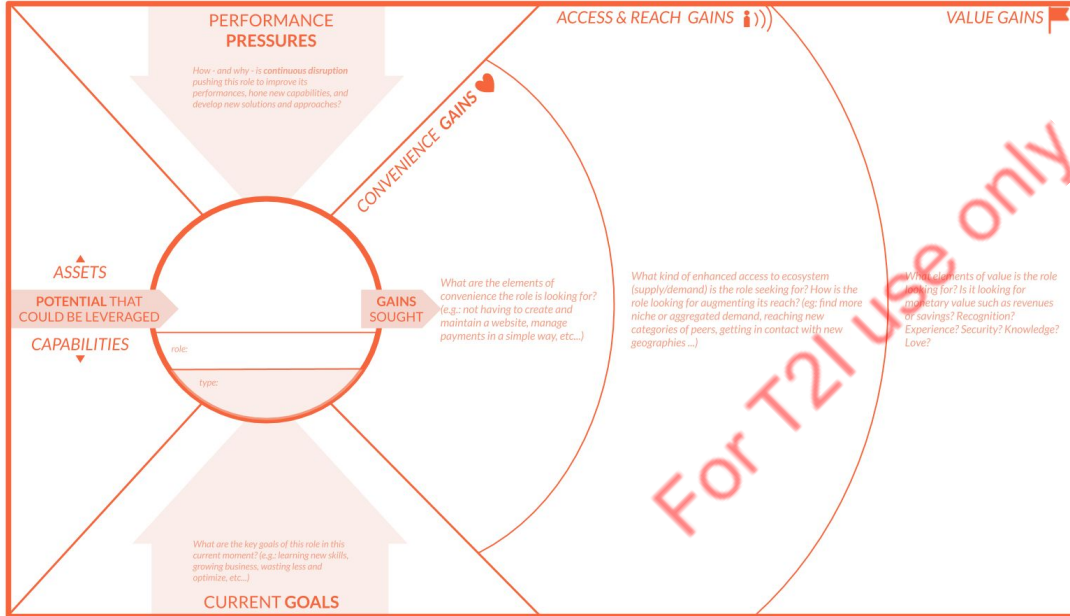
- 1 WHO are we empathizing with?**
Who is the person we want to understand?
What is the situation they are in?
What is their role in the situation?
- 2 What do they need to DO?**
What do they need to do differently?
What job(s) do they want or need to get done?
What decision(s) do they need to make?
How will we know they were successful?
- 3 What do they SEE?**
What do they see in the marketplace?
What do they see in their immediate environment?
What do they see others saying and doing?
What are they watching and reading?
- 4 What do they SAY?**
What have we heard them say?
What can we imagine them saying?
- 5 What do they DO?**
What do they do today?
What behavior have we observed?
What can we imagine them doing?
- 6 What do they HEAR?**
What are they hearing others say?
What are they hearing from friends?
What are they hearing from colleagues?
What are they hearing second-hand?
- 7 What do they THINK and FEEL?**
PAINS
What are their fears, frustrations, and anxieties?
GAINS
What are their wants, needs, hopes and dreams?
What other thoughts and feelings might motivate their behavior?

Last updated on 16 July 2017. Download a copy of this canvas at <http://gamestorming.com/empathy-map/>

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THE ECOSYSTEM ENTITY-ROLE PORTRAIT PLATFORM DESIGN TOOLKIT 2.2

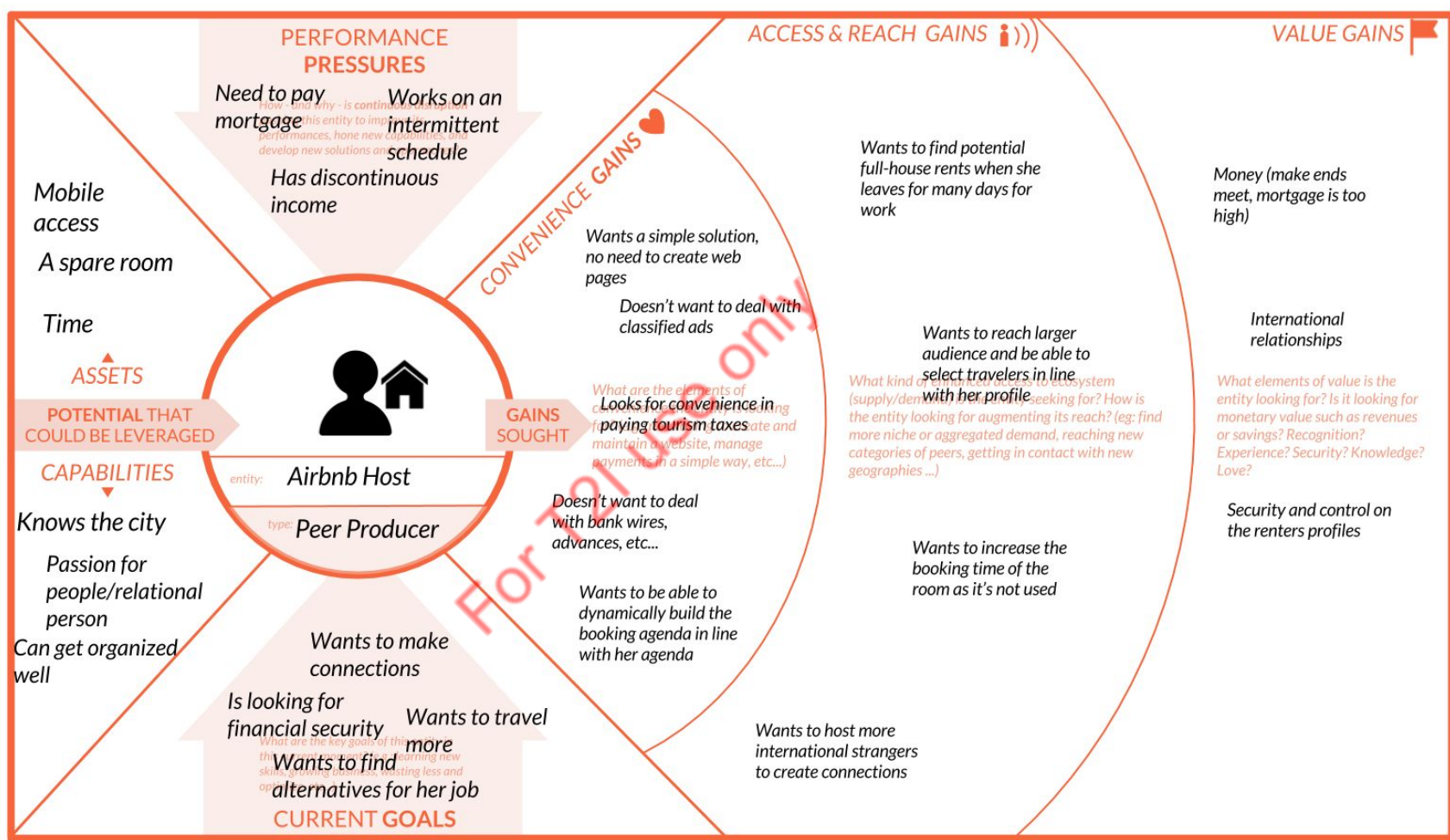
notes



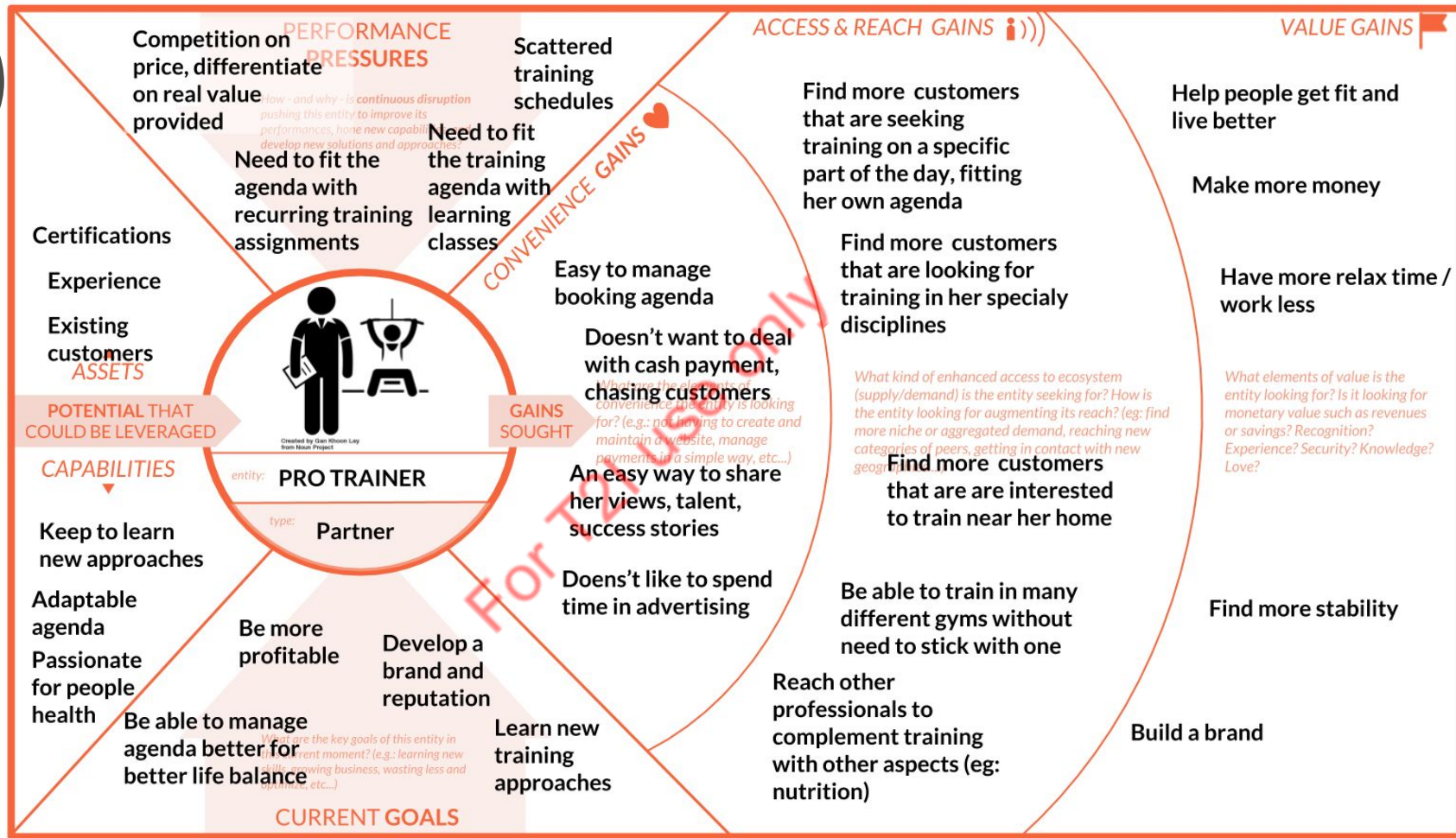
This work is inspired by Xplane Empathy Map and Strategizer AG Value Proposition Canvas, plus John Hagel III's work - and is released by Boundaryless Srl and licensed under the Creative Commons Attribution - Share Alike 4.0 International License. To view a copy of this license, visit <http://creativecommons.org/licenses/by-sa/4.0>. This work is available for download on www.platformdesigntoolkit.com



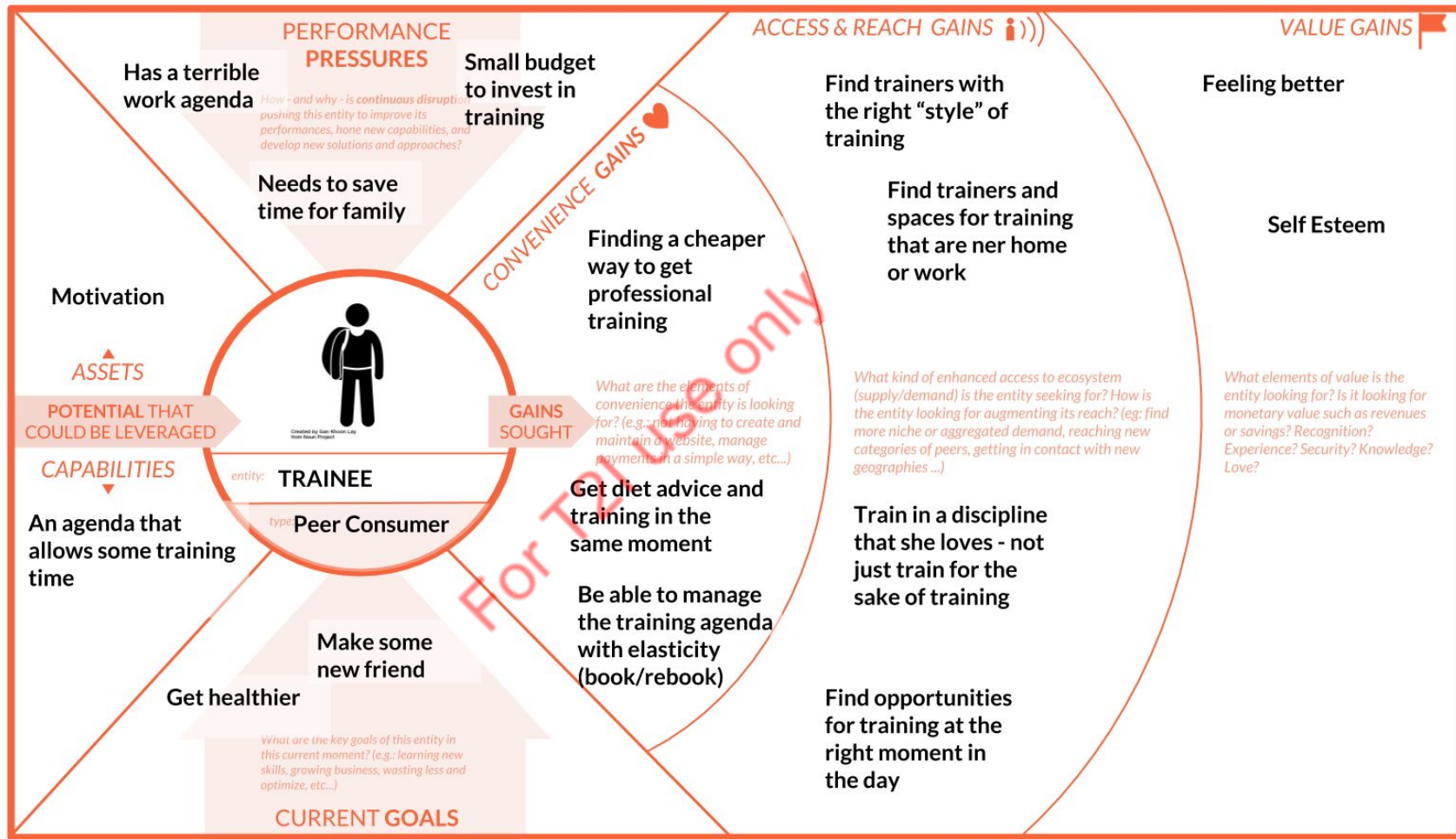
PORTRAYING ENTITIES-ROLES



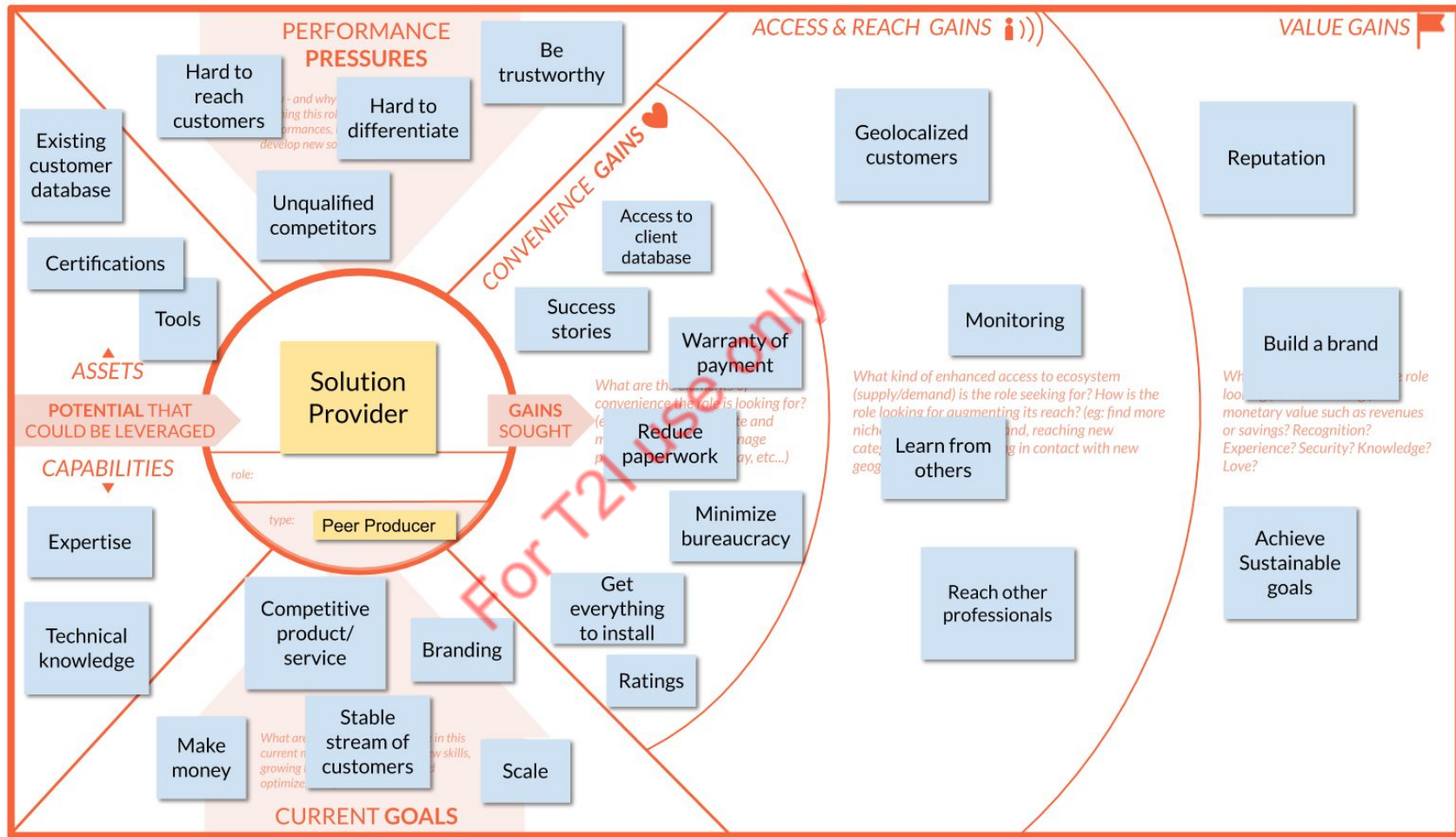
Get-fit



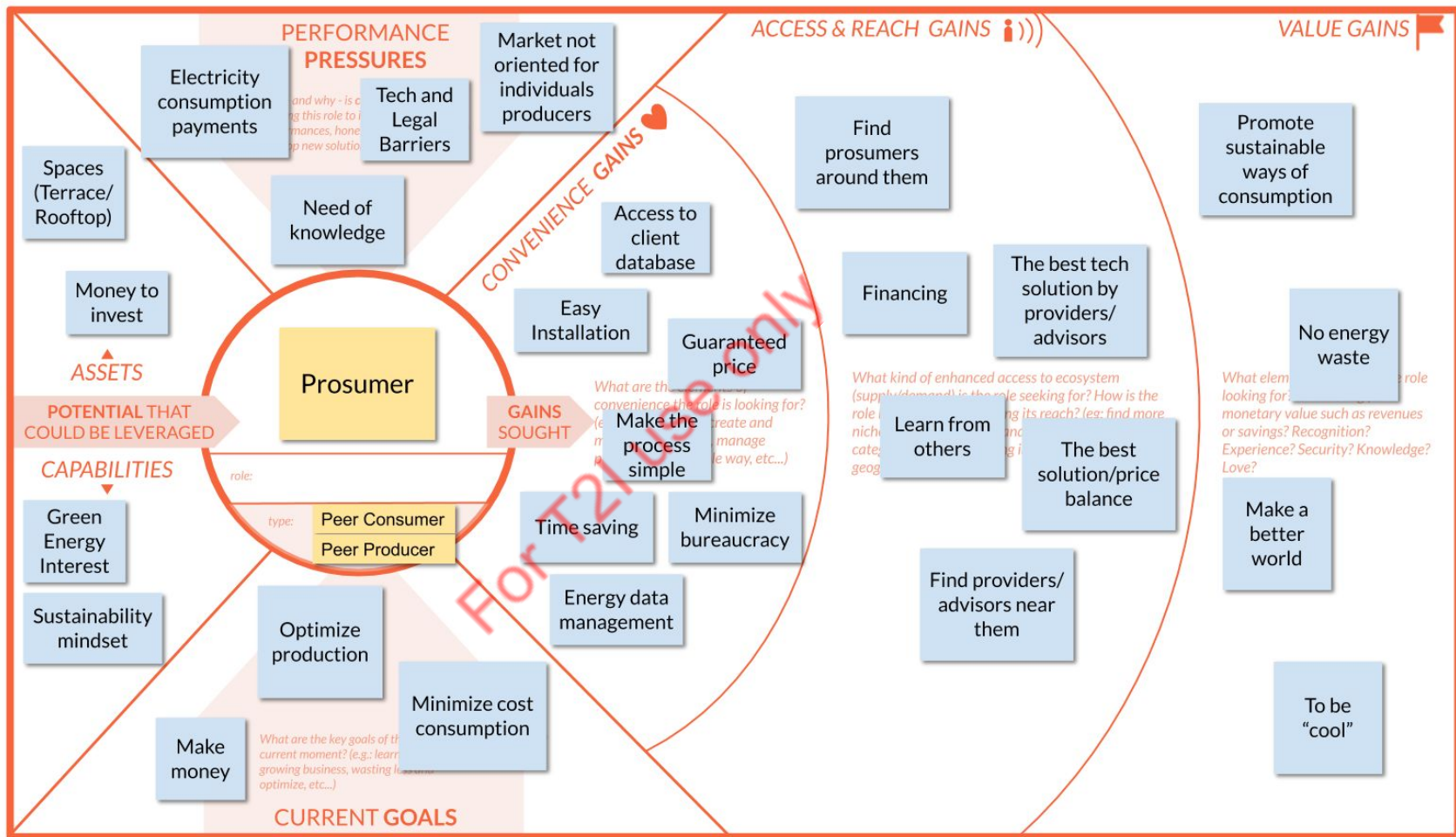
Get-fit



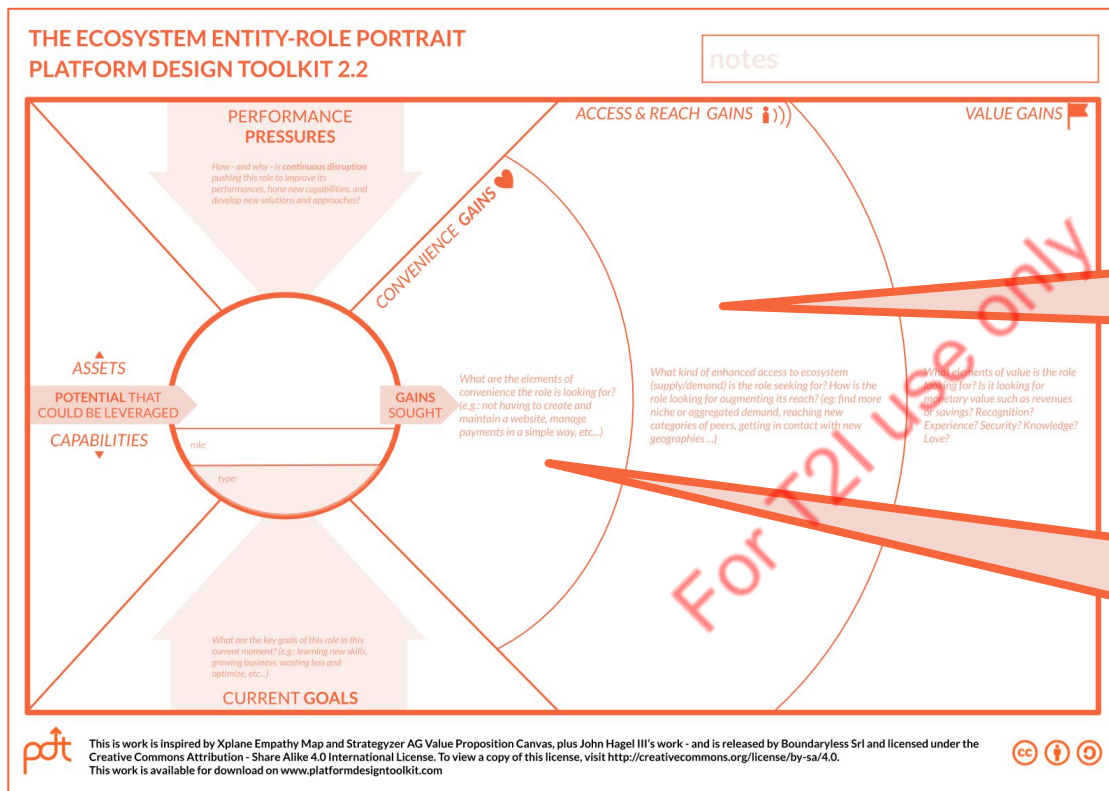
My Energy



My Energy



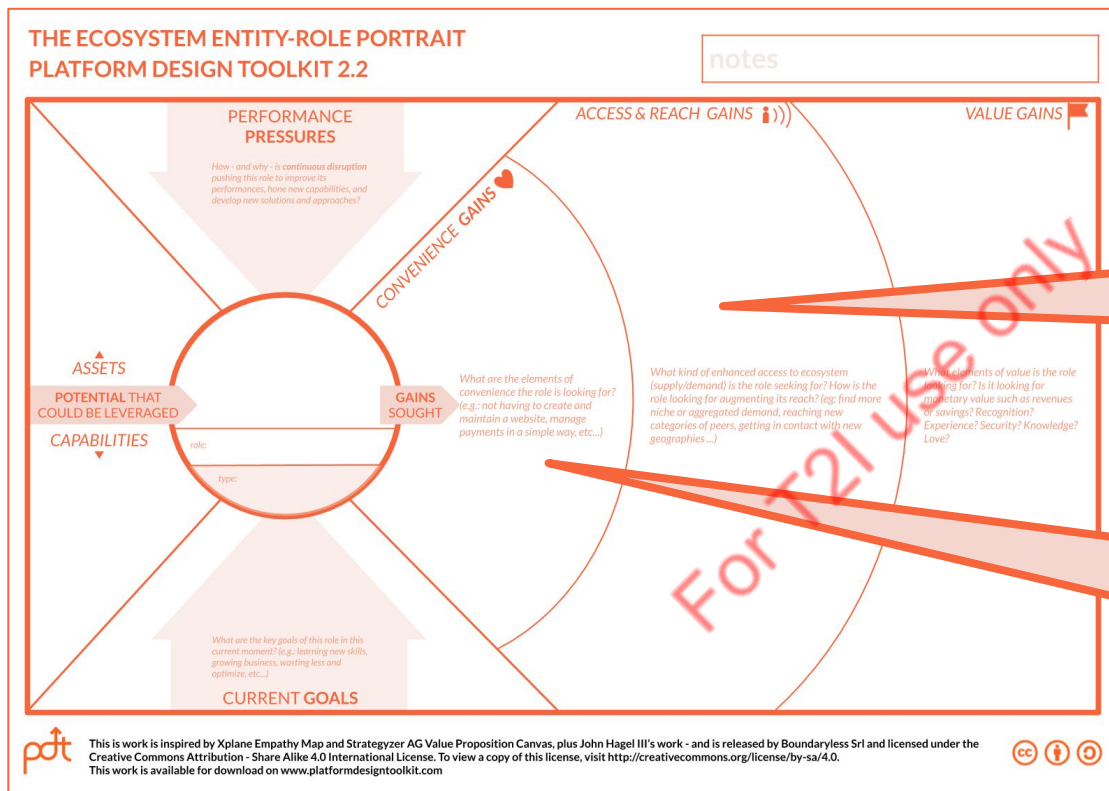
Focus on: Convenience and Access gains



Connecting with your
“half of the apple” - the
right consumer / the
right producer

Easier, Faster,
Cheaper ways: the
part of the strategy
that offers
something similar to
a “solution”

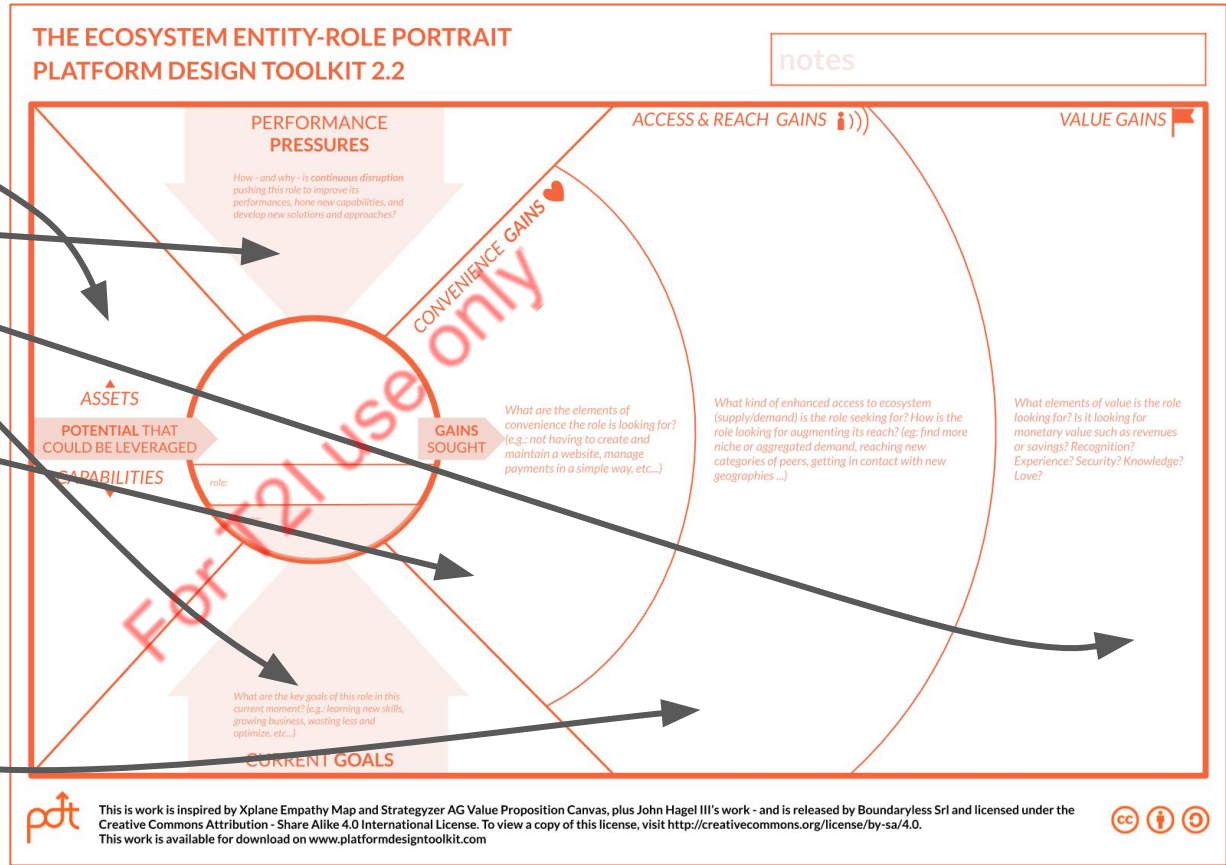
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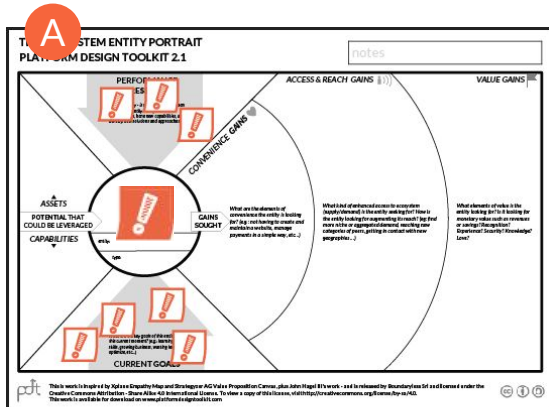


Connecting with your
“half of the apple” - the
right consumer / the
right producer

Easier, Faster,
Cheaper ways: the
part of the strategy
that offers
something similar to
a “solution”

1. underutilized potential
2. pressures
3. goals and values
4. easier, faster, cheaper
5. specific niche needs



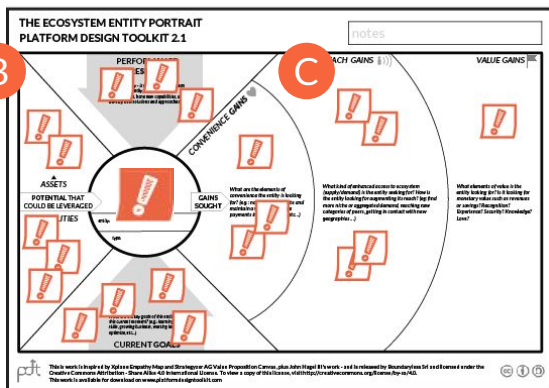


A Start by thinking about **pressures** and **goals**

B Look into the **potential**

C Look at the **gains** they are looking for

Remember that you're not looking into your "platform" (that doesn't exist yet) but into your...Ecosystem!



Key Takeaways

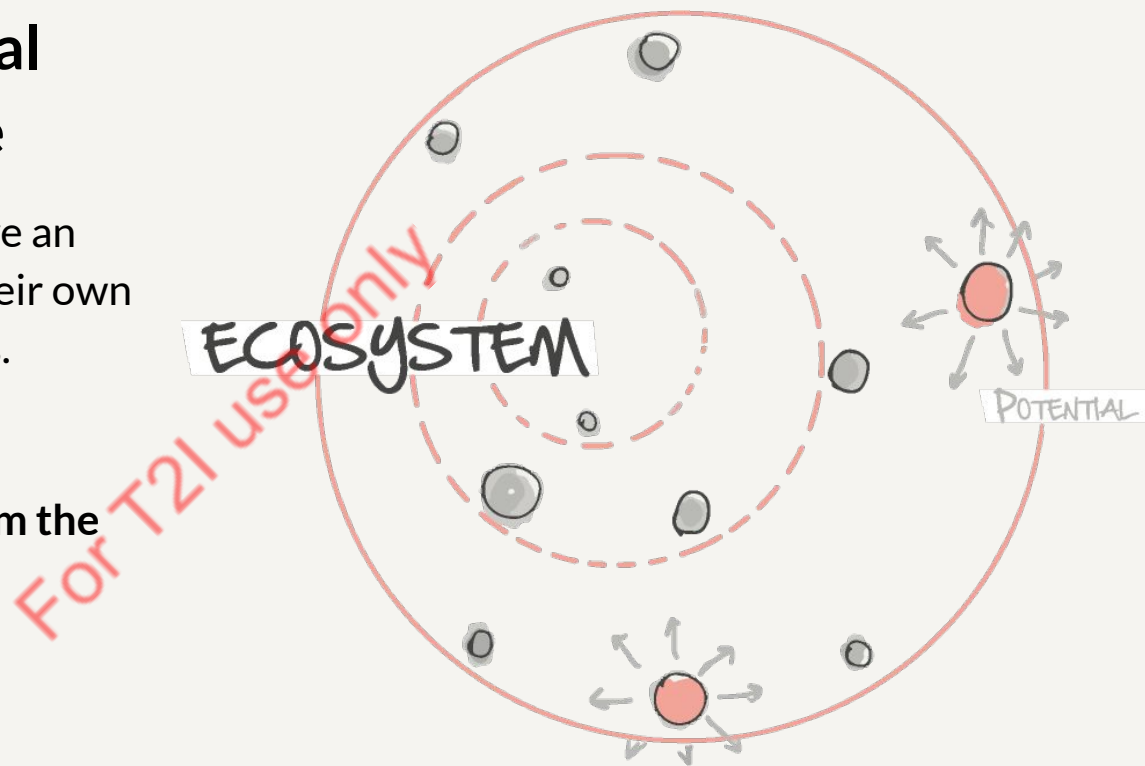
PLATFORM DESIGN PRINCIPLE #1

*Recognize the potential that
grows at the Edge*

Recognize the potential that grows at the Edge

Recognize that small entities have an increasing potential to impact their own life, create products and services.

“A single employee can transform the future of a company.”



Key Takeaways



A REFLECTION: Designing For PULL

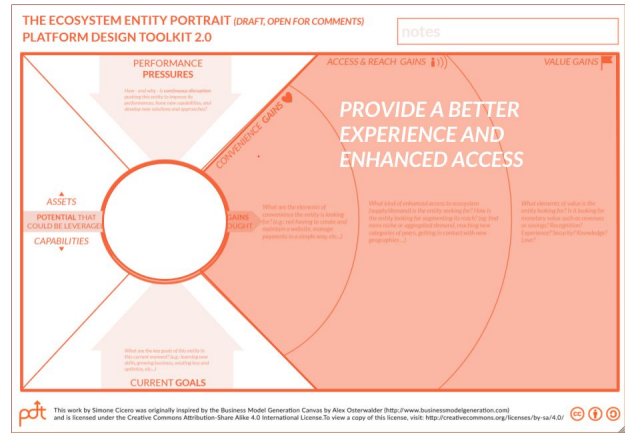
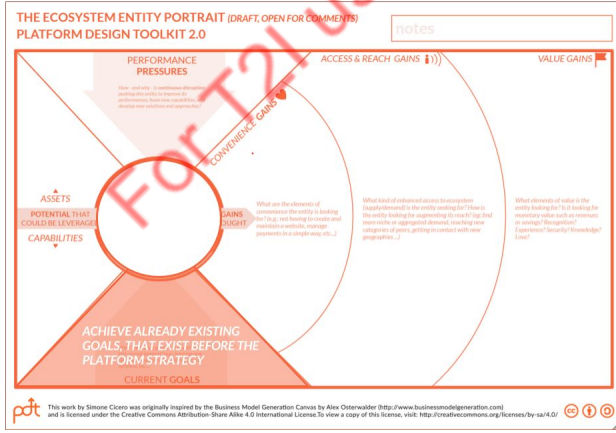
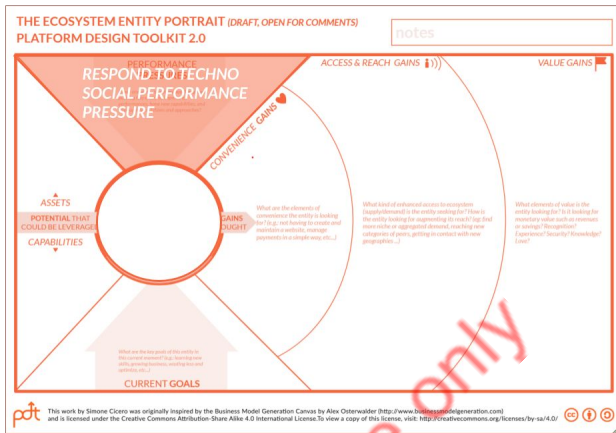
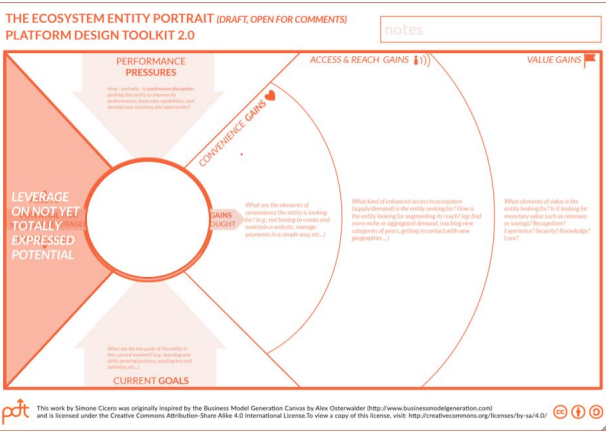
PULL vs PUSH means joining the platform vs playing alone, outside: you're not going to SELL the platform to the Ecosystem!

For T2 Use only

As we need to convince our ecosystem to play according to new rules, we need to understand what **motivates** them: resonating with their **existing** “**context**” is going to be the (multi-sided) **Value Proposition** of your Platform Strategy.

*A platform strategy must help **entities** in the ecosystem **leverage** on their **potential to respond to pressures and achieve goals**, by providing them sensible **experience gains** (in convenience and reach)*

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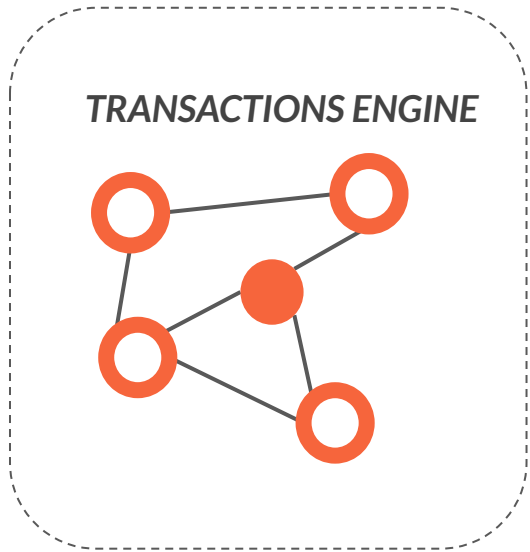


3. ANALYSING THE POTENTIAL TO EXCHANGE VALUE



Platform Value Creation has two essential natures






Platform Value Creation has two essential natures

[illegible][illegible]

**Motivations
Matrix is about
LISTENING to
the Ecosystem**

UNIT 2.2		UNIT 2.2				
UNIT		Lesson/Action	Rule 2	Common/Value Unit	Channel Components	Notes on channel improvement
<input type="checkbox"/>	What are all of the same type objects between each channel?					
Task: Share Africa 4.0 International Common   						
2015	100					
2015	100					
2015	100					
2015	100					
2015	100					
2015	100					
2015	100					

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Further beyond User Centered Design into Relationship Centric Design

*We've been told that we're design for human centricity, customer centricity: this has been driving us to design for **isolation!** (USER PERSONA)*

*But now it's the moment we start to design for interconnectedness, **design for relationship.***


What are we doing?





- Looking at what value the entities in the ecosystem are **already exchanging**, and **could exchange if facilitated**
- Understand and focus on the **most powerful** relationships (where **most of the value** is flowing).


How is this connected with next steps?

- This exercise brings you to identify the initial part of the **transactions engine**: you'll use the information from the **motivations matrix** to feed into the **transactions boards**, and consolidate the design of your transactions engine.



gives to 			Hosts	Guests	Superhosts	Experience H	role
Hosts			<div>> knowledge</div> <div>> guidance</div>	<div>> no frills travel experiences</div> <div>> reputation</div>			
Pa	PP	PC					
Guests			<div>> feedback</div> <div>> income</div> <div>> reputation</div>	<div>> travel suggestions & tips</div> <div>> info on host reputation</div>	<div>> feedback</div> <div>> income</div> <div>> reputation</div>	<div>> feedback</div> <div>> income</div> <div>> reputation</div>	
Pa	PP	PC					
Superhosts			<div>> inspiration & coaching</div> <div>> concierge support</div>	<div>> “perfect” travel experiences</div> <div>> reputation</div>	<div>> knowledge</div> <div>> guidance</div> <div>> concierge support</div>		
Pa	PP	PC					
Experience H			<div>> inspiration & coaching</div>	<div>> personal exchange</div> <div>> unique experiences</div> <div>> reputation</div>		<div>> knowledge</div> <div>> guidance</div>	
Pa	PP	PC					
role							
Pa	PP	PC					

gives to 			PRO TRAINER	NUTRITIO NIST	TRAINEE	entity	entity
 PRO TRAINER	<ul style="list-style-type: none"> - a backup option when they can't take one job - inspiration and confrontation - leads (specific disciplines) 		<ul style="list-style-type: none"> - opportunities to work together on specific customer needing a complete plan (including nutrition) 		<ul style="list-style-type: none"> - guidance on training - inspiration - motivation 		
	Pa	PP	PC				
 NUTRITIO NIST	<ul style="list-style-type: none"> - best nutritional regime to optimize their performances - opportunities to work together on a customer that needs training (leads) 		<ul style="list-style-type: none"> - confrontation on customer (patient) data - a backup option when they can't take a job 		<ul style="list-style-type: none"> - best nutritional regime to get fit - suggestion on what sports to work on 		
	Pa	PP	PC				
 TRAINEE	<ul style="list-style-type: none"> - money - reputation - feedback - leads / other trainees 		<ul style="list-style-type: none"> - money - reputation - feedback - leads / other customers 		<ul style="list-style-type: none"> - peer motivation and feedback - joining shared training sessions 		
	Pa	PP	PC				
entity							
Pa	PP	PC					
entity							
Pa	PP	PC					

gives to 			Solution Provider	Solution Advisor	Prosumer	role	role
Solution Provider			Back-Up Share cost/people Knowledge Experience Project Collaboration	Material/Tools Customers Technical knowledge Commission Project Collaboration Recommendation	Installation Solar Panels/Batteries Energy data management Advisors Simple administrative stuff		
<input checked="" type="checkbox"/>	PP	PC					
Solution Advisor			Customers Money Reputation Local Knowledge Other advisors	Experience Local Knowledge Collaborative projects Info about Providers/Solutions	<i>Advisory best solution</i> <i>Capability to produce</i> <i>Personal attention</i> <i>Time/money saving</i> <i>Energy optimization</i> <i>Financing</i>		
<input checked="" type="checkbox"/>	PP	PC					
Prosumer			Money Space for solar panels Reputation Network Success stories	Incomes Feed Back Reputation Other customers Data	Leftover energy Advisory Network Knowledge/experience Best solution/price Providers/Advisors		
Pa	PP	<input checked="" type="checkbox"/>					
role							
Pa	PP	PC					
role							
Pa	PP	PC					

[illegible]

- A Start from the **exchanges** between different entities
- B If you've time look into same-entity exchange
- C When in doubt... add it! This is a **generative moment**, you don't want to think too much to limitations.
- D Think about **value... flows**

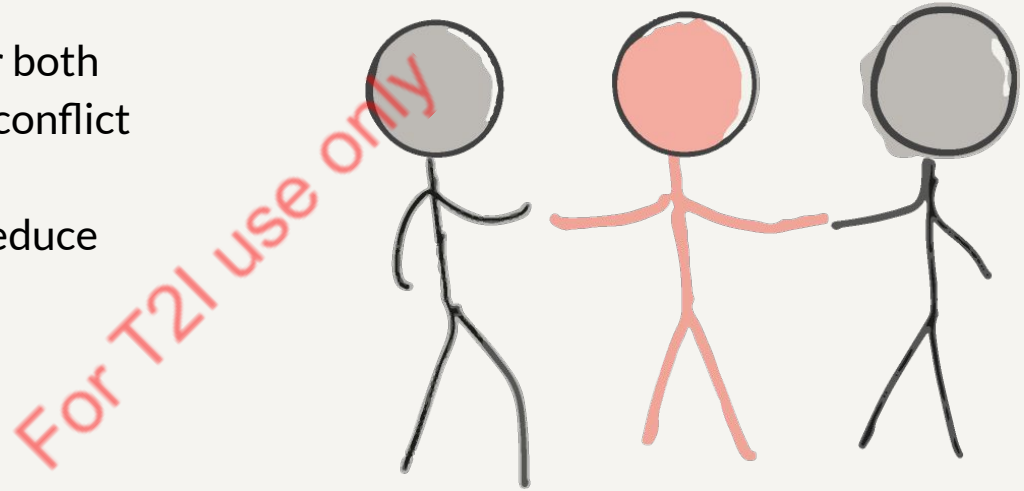
Key Takeaways

PLATFORM DESIGN PRINCIPLE #6

*Design for
Interconnectedness*

Design For Interconnectedness

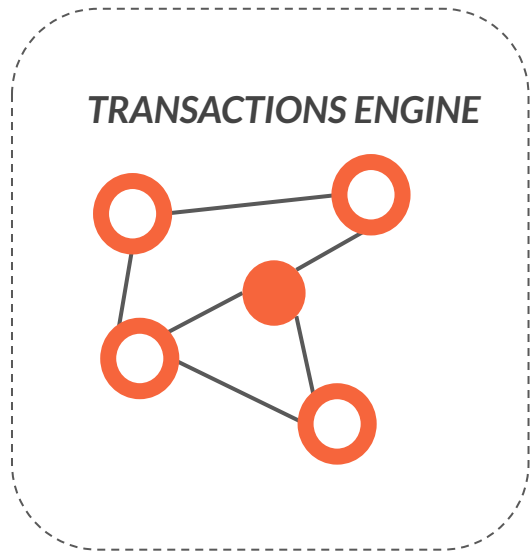
Intentionally design with, and for both parties in an interaction: reduce conflict of interest (as they're trying to maximize their outcomes), and reduce frictions in the relationship.



Key Takeaways

4. EXPLORING TRANSACTIONS

Platform Value Creation has two essential natures



THE ECOSYSTEM'S MOTIVATION MATRIX
PLATFORM DESIGN TOOLKIT 2.2

notes

Value Driver	Role	Value	Role	Value	Role

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THE TRANSACTIONS BOARD
PLATFORM DESIGN TOOLKIT 2.2

notes

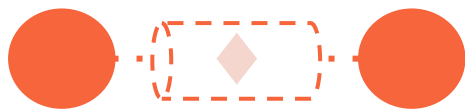
Already happens in ecosystem?	Rule 1	Transaction/ Interaction	Rule 2	Currency/ Value Unit	Channel Components	Notes on channel improvement
yes	no					
yes	no					
yes	no					
yes	no					
yes	no					
yes	no					
yes	no					
yes	no					
yes	no					
yes	no					

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Transactions Board is about reducing transactions cost

[illegible]

WHAT IS A TRANSACTION?



A Transaction is essentially made by:

- The *Entities* interacting
- A *Value Unit* that gets exchanged
- The *Channel/Context* where it happens



E1	Transaction/ Interaction	E2	Currency/ Value Unit	Channel or Context	Notes
Guests	Book and pay	Hosts	\$ fee	Web/App	
Guests	Stay	Hosts	Experience	Live	
Guests	Review	Hosts	Experience Reputation	Web/App	

Already happening the ecosystem?		Role 1	Transaction/ Interaction	Role 2	Currency/ Value Unit	Channel Components	Notes on improve
yes	no		◀	▶	♥ 😊 \$		
yes	no		◀	▶			

For T2I use only

"DIRECTION" OF THE TRANSACTION

Value Unit OF THE TRANSACTION

Role 1	Transaction/ Interaction	Role 2	Currency/ Value Unit	Channel Components	Notes on channel improvement

For T2I use only

If the channel is already existing, how can we improve it to reduce the cost

Get-fit

E1	Transaction/ Interaction	E2	Currency/ Value Unit	Channel or Context	Notes
TRAINEE	FIRST INTERVIEW	PRO TRAINER	info	APP? LIVE?	
TRAINEE	TRAINING PLAN RELEASE	PRO TRAINER	A Training Plan	WEB/APP	
TRAINEE	TRAINING LESSON	PRO TRAINER	Experience	GYM/SPACE/ OUTDOOR	
TRAINEE	TRAINING FEE	PRO TRAINER	\$	WEB/APP? LIVE?	
TRAINEE	UPDATE INTERVIEW	PRO TRAINER	Info, feedback	APP? LIVE?	
TRAINEE	INTRO TO FRIEND	PRO TRAINER	lead	WEB/APP	

Already happening the ecosystem?		Role 1	Transaction/Interaction	Role 2	Currency/Value Unit	Channel Components	Notes on channel improvement
X	no	Solution Provider	Request	Solution Advisor	Information	Phone/Email	Web request form
X	no	Solution Provider	Quotation	Solution Advisor	Proposal	Email	Web
X	no	Solution Provider	Acceptance	Solution Advisor	Signed proposal	Mail	Web
X	no	Solution Provider	Fee	Solution Advisor	Money	Bank account	
yes	X	Solution Provider	Review	Solution Advisor	Rating	Web	Integrated via Web
yes	no						
yes	no						

Already happening the ecosystem?		Role 1	Transaction/ Interaction	Role 2	Currency/ Value Unit	Channel Components	Notes on channel improvement
X ^s	no	Solution Provider	Contract	Prosumer	Information	Contract	
X ^s	no	Solution Provider	Authorization	Prosumer	Paperwork	Web/Email	To be simplified
X ^s	no	Solution Provider	Installation	Prosumer	Equipment	Live	
X ^s	no	Solution Provider	Payment	Prosumer	Last payment	Web/Bank account	
yes	X	Solution Provider	Review	Prosumer	Rating	Web	
yes	no						
yes	no						

What are we doing?

- Mapping transactions that **are happening** in the ecosystem, and those that **can happen** if proper channels exist
- Imagining how better channels and value units can **reduce the cost of transaction**

How is this connected with next steps?

- **Convergence:** Here we start to converge and create the first “bricks” that we’ll use to build excellent “platform experiences” - the **peer to peer bricks**
- These bricks will be connected with **empowering services**, to build complex platform experiences

Wait! Before exploring
transactions we need to ...

THE TRANSACTIONS BOARD PLATFORM DESIGN TOOLKIT 2.0

notes

E1	Transaction/ Interaction	E2	Currency/ Value Unit	Channel or Context	Notes
Guests	Book and pay	Hosts	\$ fee	Web/App	
Guests	Stay	Hosts	Experience	Live	
Guests	Review	Hosts	Experience	Web/App	

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THE EXPERIENCE LEARNING CANVAS PLATFORM DESIGN TOOLKIT 2.0

notes

	ENTRY ROWS	ONBOARDING THE PLATFORM	GETTING BETTER ON THE PLATFORM	CATCHING THE NEW OPPORTUNITY
Guests	utility	Make the first booking City Guide UX embedded coaching		
Hosts	utility	Make extra money Attract the first host Pro Photographer UX embedded coaching	Stand out from the crowd Stabilize income Deal with many guests P2P Coaching with other hosts Concierge Service	
Superhosts			Keep Superhost status Develop uniqueness Airbnb Open P2P Coaching with other hosts	
Experience hosts				Express themselves Be unique
city	utility			

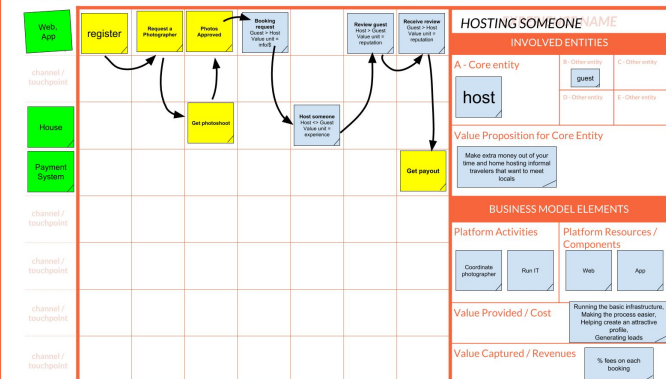
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THE PLATFORM EXPERIENCE CANVAS PLATFORM DESIGN TOOLKIT 2.1

Airbnb



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FIND THE CORE OF OUR ECOSYSTEM

For T2I use only

RELATIONSHIP



EXPERIENCE

Point of View

Involved entities

THE PLATFORM EXPERIENCE CANVAS
PLATFORM DESIGN TOOLKIT 2.2

notes

EXPERIENCE NAME	
INVOLVED ROLES	
A - Core role	B - Other role
C - Other role	D - Other role
E - Other role	F - Other role

Value Proposition for Core Role

BUSINESS MODEL ELEMENTS	
Platform Activities	Platform Resources / Components
Value Provided / Cost	
Value Captured / Revenues	

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EXTERNAL STAKEHOLDERS

Entities that have a specific interest in the platform success or failure, in controlling platform externalities and outcomes, in regulating it or in exercising rights in the platform governance: public actors or bodies dealing with regulation and control of platforms on a local basis, representatives of communities of peers and partners involved in the value creation, pre-existing institutions.

Training Plan

Amateur
Trainer

> Trainee

> Pro-Trainer

> Space Owner

> Physio-
therapist

> Nutritionist

Entities interested in *consuming, utilizing, accessing* the value that the is created through and on the platform.

Entities interested in *providing value* on the supply side of the ecosystem/market place, seeking for opportunities to improve their professionalism and honing their capabilities towards better performance.

Entities that *own* the value and are with platform owners with a decision making role. Producers that become better producers to ensure the value creation by acting as connectors.

Entities that own the vision behind the market opportunity, responsible to ensure that the platform exists and evolves.

Nutrition Regime

PEER
CONSUMERS

PEER
PRODUCERS

PARTNERS

PLATFORM
OWNERS



EXTERNAL STAKEHOLDERS

Entities that have a specific interest in the platform success or failure, in controlling platform externalities and outcomes, in regulating it or in exercising rights in the platform governance: public actors or bodies dealing with regulation and control of platforms on a local basis, representatives of communities of peers and partners involved in the value creation, pre-existing institutions.





EXTERNAL STAKEHOLDERS

Entities that have a specific interest in the platform success or failure, in controlling platform externalities and outcomes, in regulating it or in exercising rights in the platform governance: public actors or bodies dealing with regulation and control of platforms on a local basis, representatives of communities of peers and partners involved in the value creation, pre-existing institutions.

City councils

Guests

CE

Hosts

CR1

Experience Hosts

CR2

Superhosts

Airbnb

PEER
CONSUMERS



PEER
PRODUCERS



PARTNERS

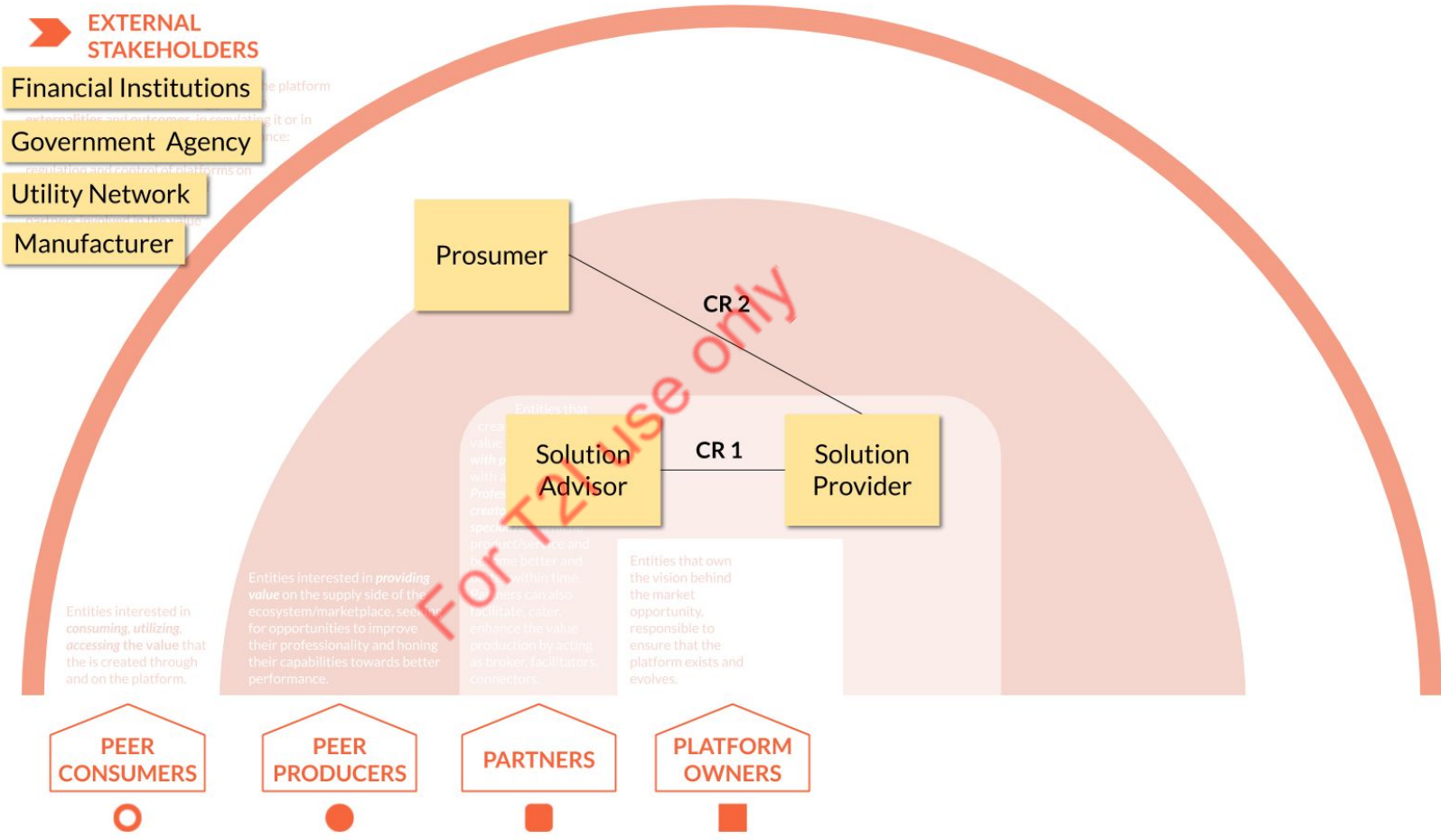


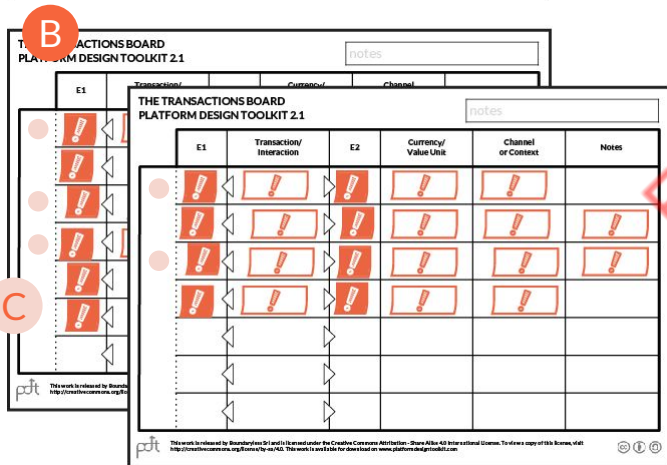
PLATFORM
OWNERS



Entities that create additional value and collaborate with platform owners with a deep passion. Professional creators with specific skills in the product/service and become better and better within time. They can also act as broker, facilitators, connectors.

Entities that own the vision behind the market opportunity, responsible to ensure that the platform exists and evolves.





- Focus on transactions between entities
(we will look into Platform to Entity later)

Don't care about the sequence

Think of **elementary**, **atomic** and **repeatable** transactions

Key Takeaways

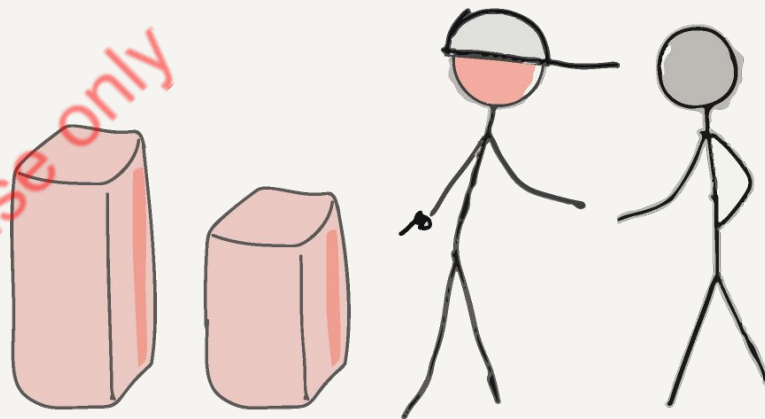
PLATFORM DESIGN PRINCIPLE #3

*Use Self Organization to
provide Mass Customization*

Use Self Organization to provide Mass Customization

Trying to respond to the expectations of the Long Tail, with an industrial bureaucracy is a self fulfilling prophecy of failure: small customers will become unworthy if the cost you need to face to serve them, is bigger than the economic opportunity they represent

Let them self-organise with producer. In modern times, a broader market is made of many smaller market.

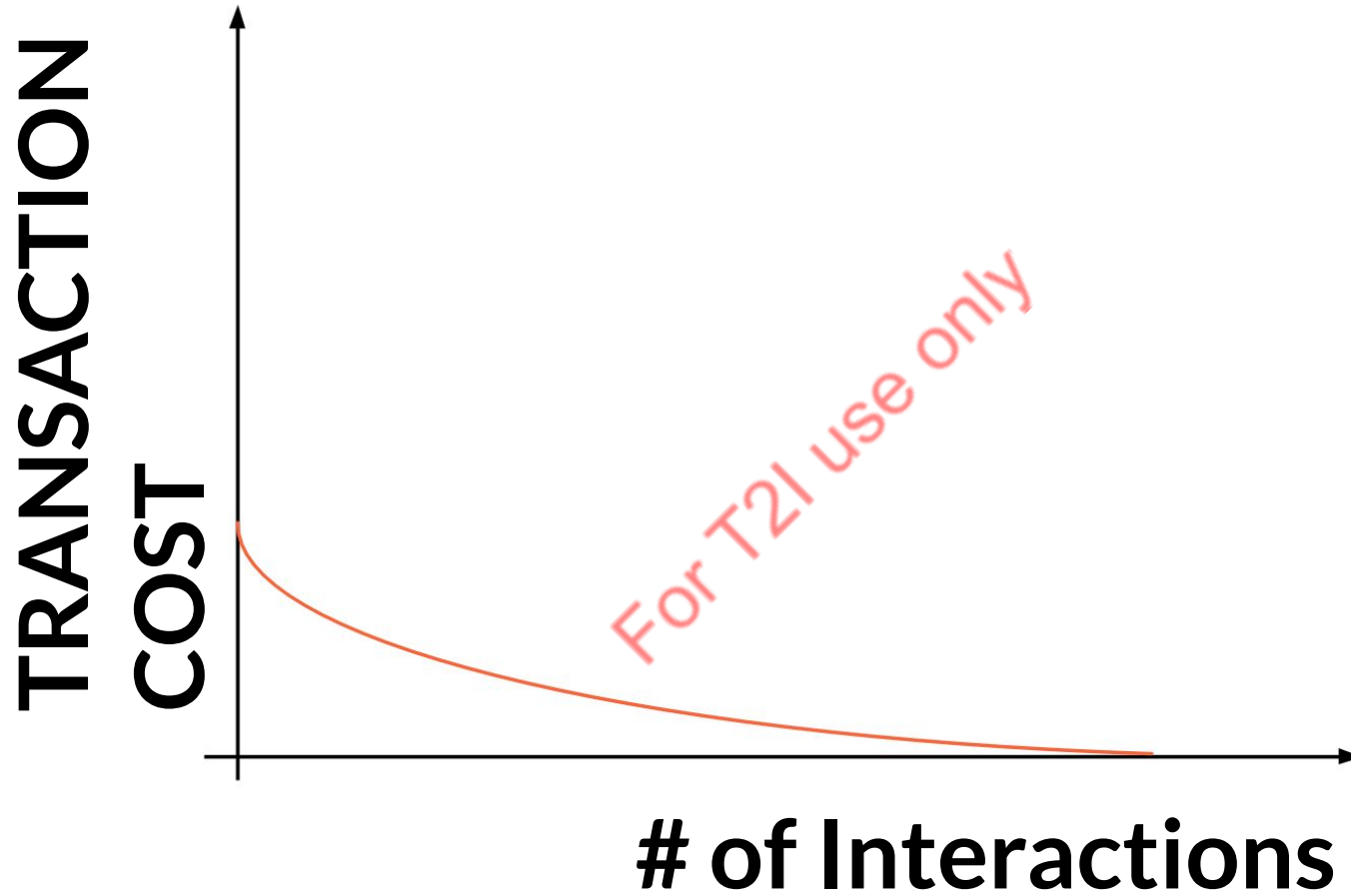


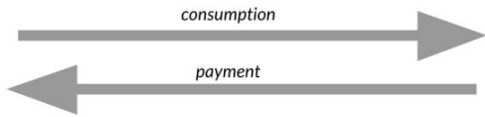
Key Takeaways



*THE KEY REFLECTION:
Design to Reduce
Transactions Cost*

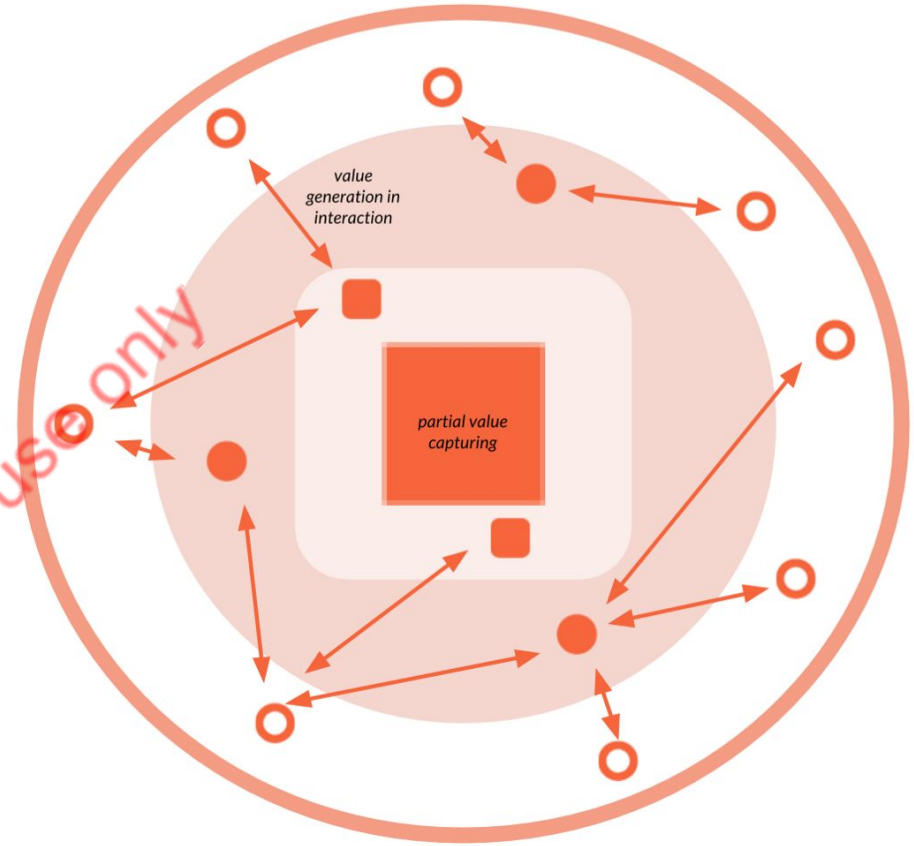
- One of the key jobs of platform designers is to **reduce transaction cost** to enable larger “markets”
- Lower cost of transactions means **enabling smaller niches**





Value Flows in an Industrial Organization

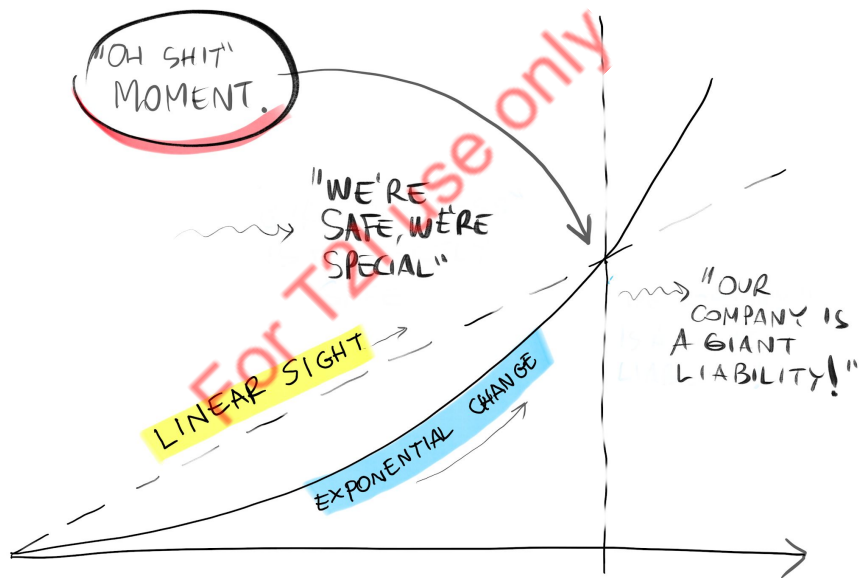
For T2I use only



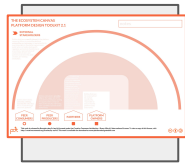
Value Flows in Post-Industrial Platform Organizations

- 1) We overcome *Human Centered Design* to embrace *Relationship Centered Design*
- 2) Enabling direct relationship is scalable
- 3) Long tails can be fulfilled only by self organization

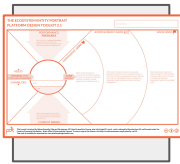
N.A.H.



Day 2



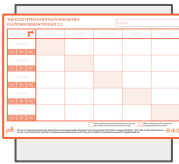
MAPPING
THE
ECOSYSTEM



PORTRAYING
THE ENTITIES
IN THE
ECOSYSTEM



COLLABORA
TIVE
EXCHANGE



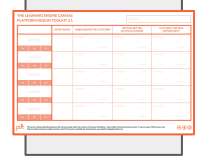
ANALYSING
THE
POTENTIAL
TO
EXCHANGE
VALUE



COLLABORA
TIVE
EXCHANGE



EXPLORING
TRANSACTIONS



EVOLVING
THROUGH
LEARNING



5. EVOLVING THROUGH LEARNING

THE TRANSACTIONS BOARD PLATFORM DESIGN TOOLKIT 2.0

	E1	Transaction/ Interaction	E2	Currency/ Value Unit	Channel or Context	Notes
	Guests	Book and pay	Hosts	\$ fee	Web/App	
	Guests	Stay	Hosts	Experience	Live	
	Guests	Review	Hosts	Experience	Web/App	

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THE EXPERIENCE LEARNING CANVAS PLATFORM DESIGN TOOLKIT 2.0

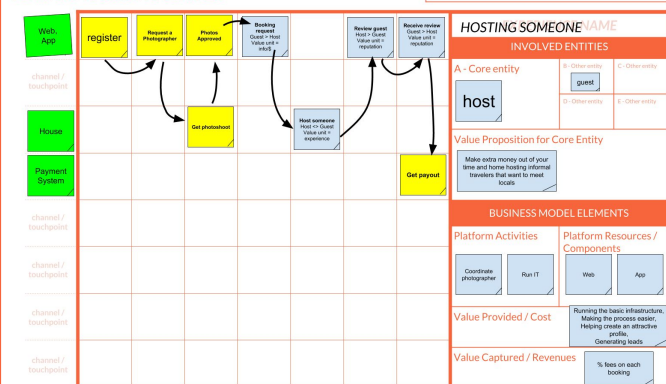
	ENTRY ROWS	ONBOARDING THE PLATFORM	GETTING BETTER ON THE PLATFORM	CATCHING THE NEW OPPORTUNITY
Guests entity	Make the first booking	CTA/Guide UX embedded coaching		
Hosts entity	Make extra money Attract the first host	Stand out from the crowd Stabilize income Deal with many guests Pro Photographer UX embedded coaching	P2P Coaching with other hosts Concierge Service	
Superhosts		Keep Superhost status Develop uniqueness	Airbnb Open P2P Coaching with other hosts	Express themselves Be unique
Experience hosts				
entity				

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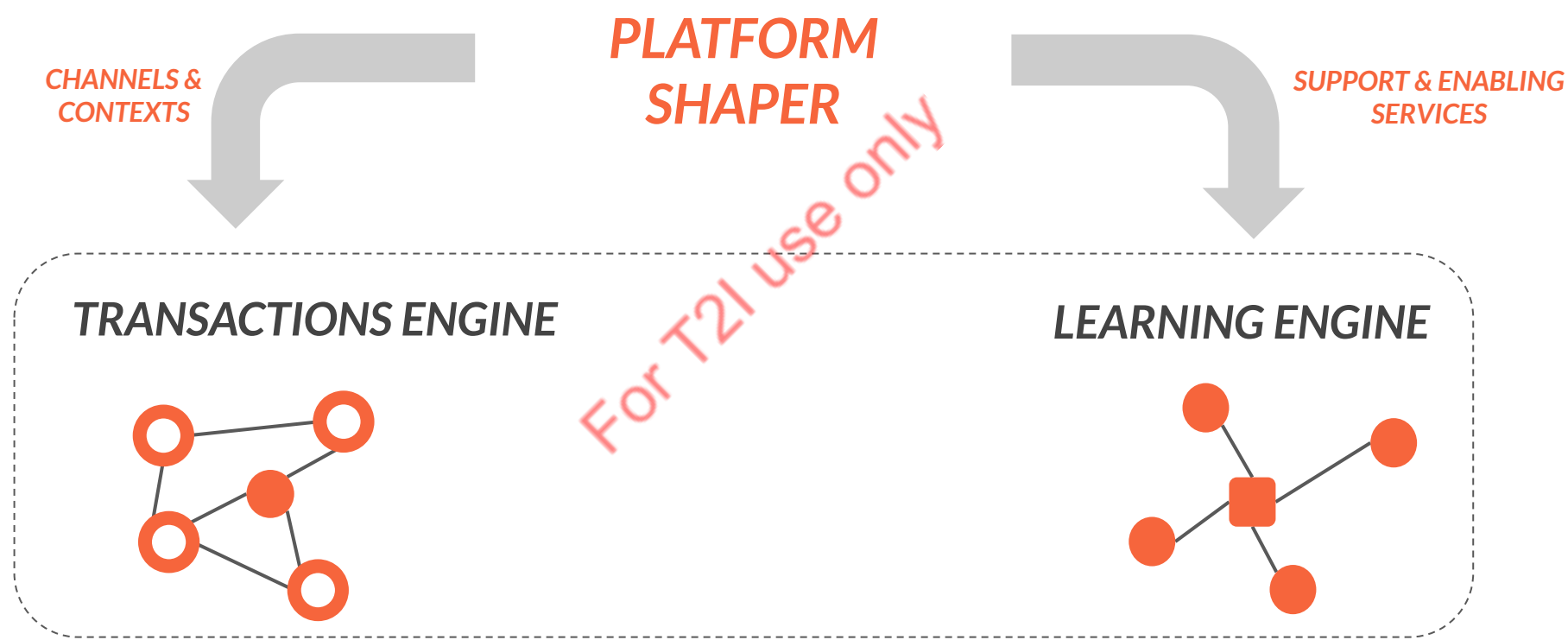
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THE PLATFORM EXPERIENCE CANVAS PLATFORM DESIGN TOOLKIT 2.1



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HOW TO ENABLE VALUE CREATION TO CAPTURE SOME:



LEARNING AND EVOLUTION

For T2I use only

craigslist

ebay™

amazon



shopify

For T2 Use only

Transaction Engine

Learning Engine

craigslist

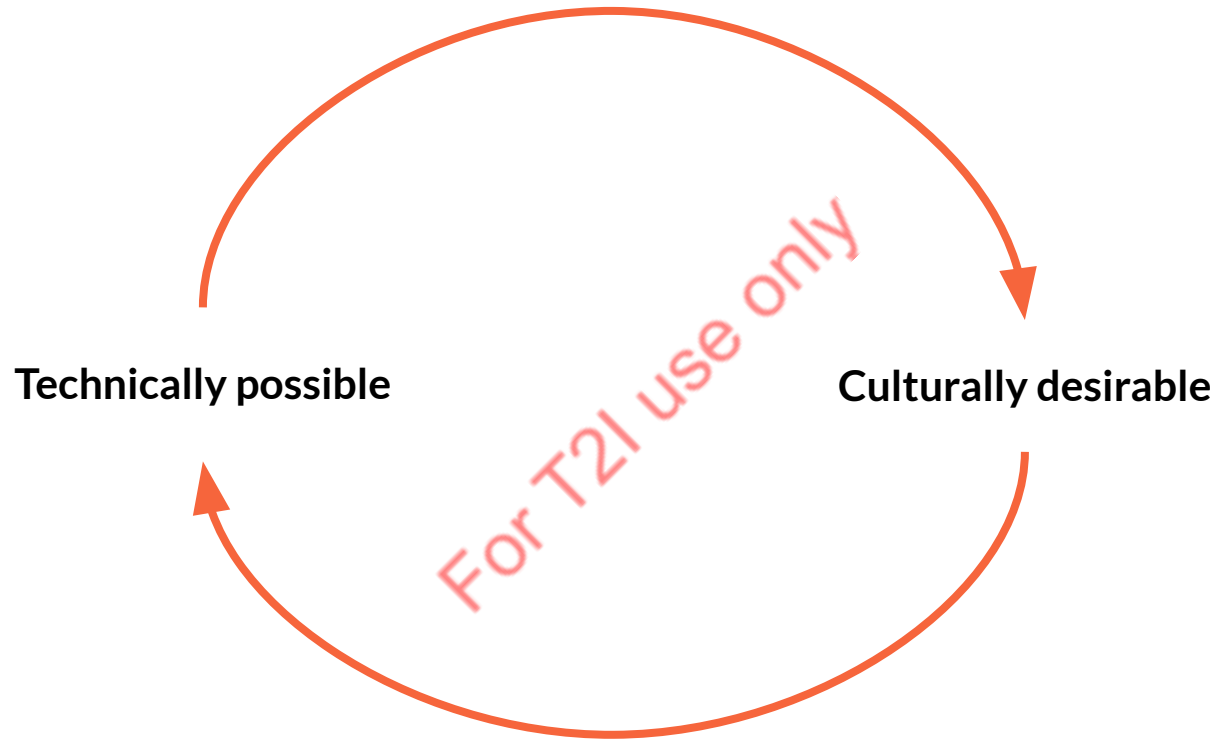
ebay

amazon



shopify

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SUPPORT SERVICES



Support services to sustain learning are provided by the platform to support mostly producing participant's in their **continuous performance improvement** (through learning)

***V*olatility
*U*ncertainty
*C*omplexity
*A*mbiguity** = ***C*ontinuous
*P*erformance
*P*ressure**

“post industrial work IS learning”

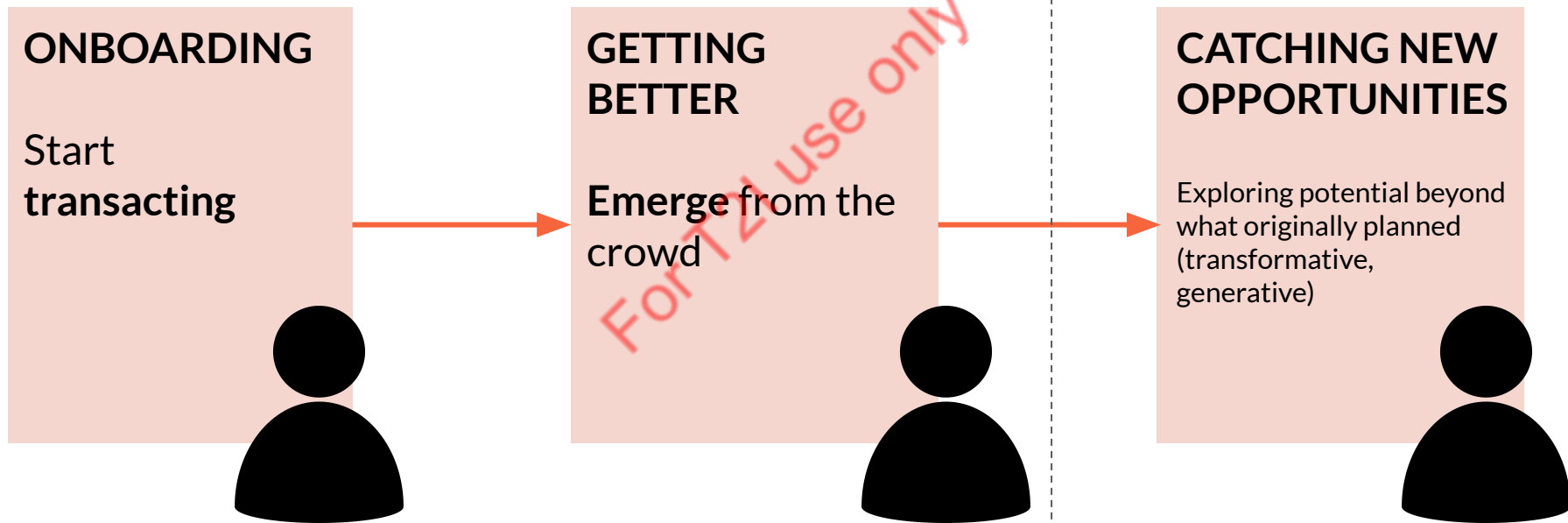
Esko Kilpi (R.I.P.)

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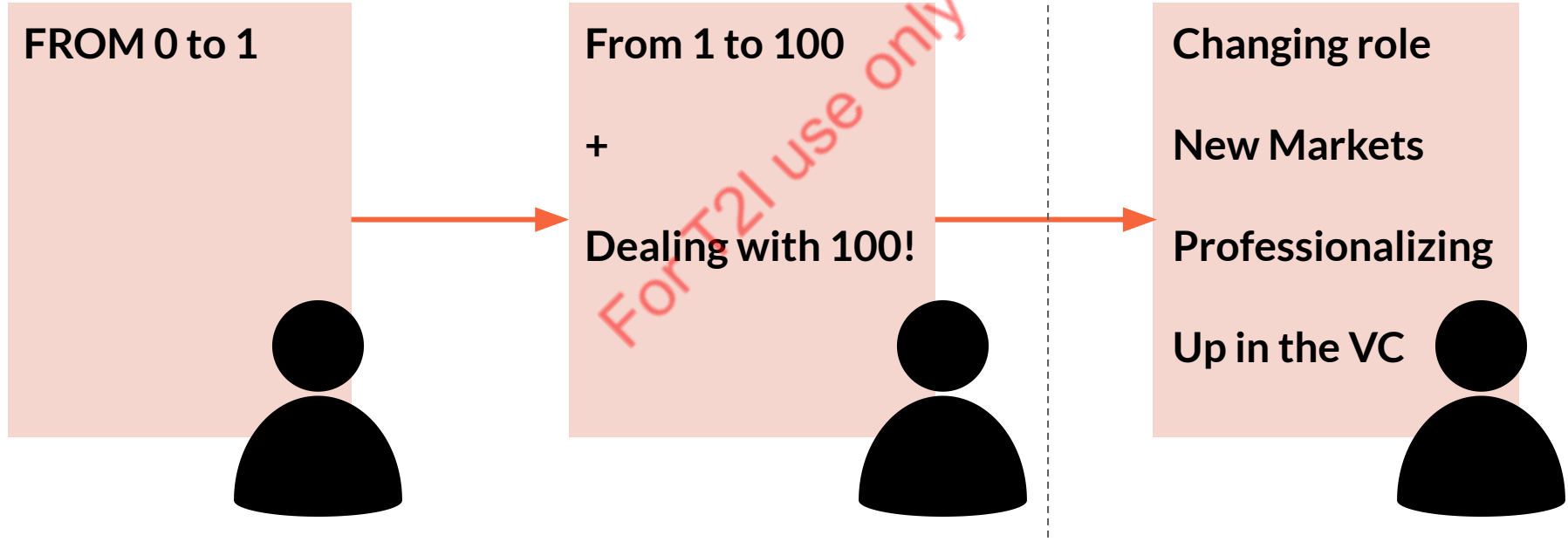
THE THREE PHASES



Transformative path



THE THREE PHASES



THE THREE PHASES



			ENTRY ROWS	ONBOARDING THE PLATFORM	GETTING BETTER ON THE PLATFORM	CATCHING THE NEW OPPORTUNITY
role				challenges	challenges	challenges
Pa	PP	PC		services	services	services

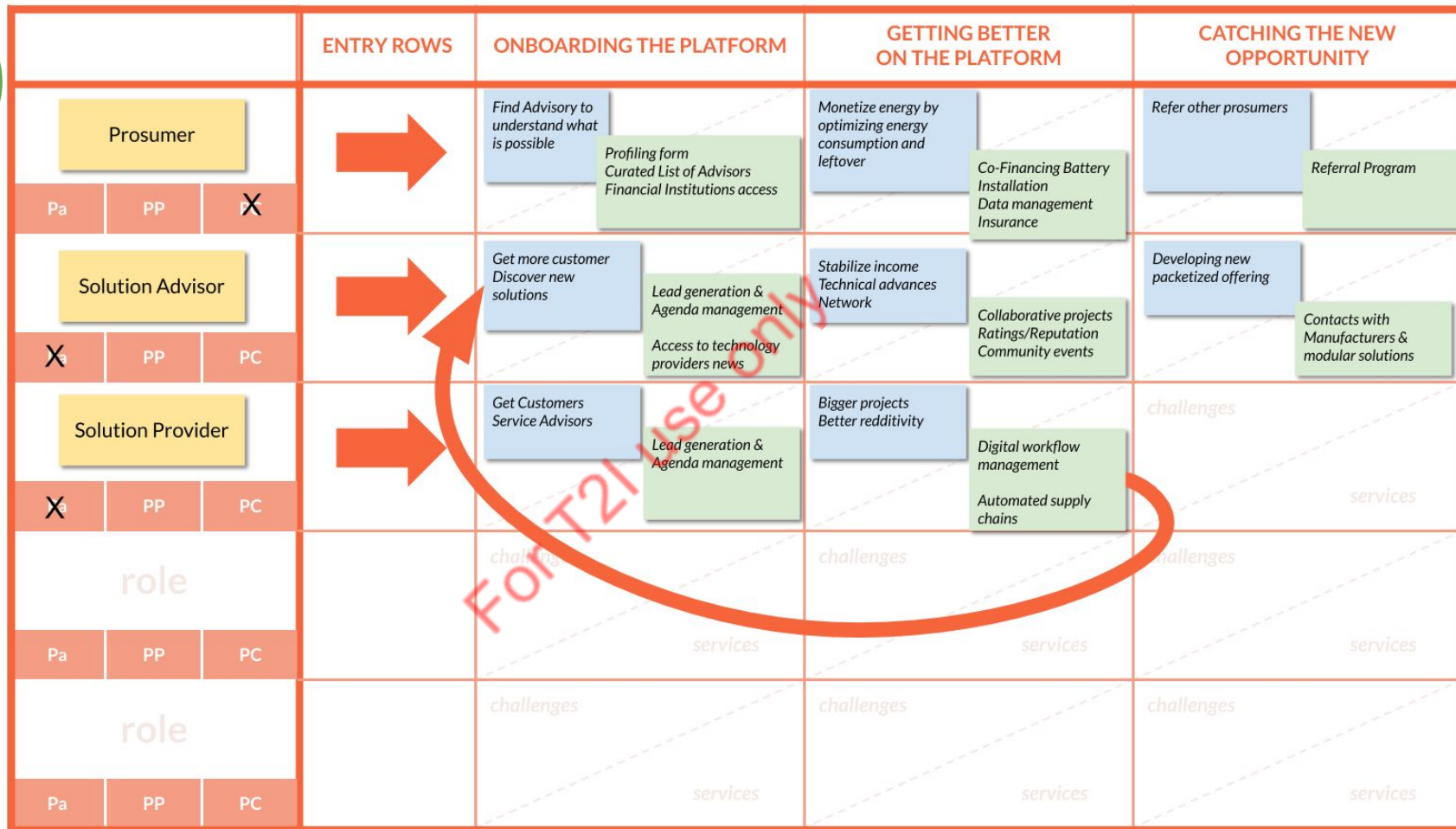
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Learning Engine is
about the value
provided by the
platform owner



THE LEARNING ENGINE CANVAS

PLATFORM DESIGN TOOLKIT 2.2

	ENTRY ROWS			ONBOARDING THE PLATFORM	GET ONT
role	Pa	PP	PC	challenges	challenges
role	Pa	PP	PC	challenges	challenges
				services	challenges
				challenges	challenges





	ENTRY ROWS	ONBOARDING THE PLATFORM	GETTING BETTER ON THE PLATFORM	CATCHING THE NEW OPPORTUNITY
Guests <i>Entity</i>		Make the first booking City Guides UX embedded coaching Complementary offer	challenges services	challenges services
Hosts <i>Entity</i>		Make extra money Attract the first host Pro Photographer UX embedded Onboarding webinar Community meetings	Stand out from the crowd Stabilize income Deal with many guests P2P Coaching Co-Host Service Taxes payment mentoring Homesharing clubs	challenges services
Superhosts <i>Entity</i>		challenges services	Keep Superhost status Develop uniqueness Increase income (20%) Airbnb Open Priority positioning Unique filter Personalized URL	challenges services
Experience hosts <i>Entity</i>		challenges services	challenges services	challenges services
Co-Host <i>Entity</i>		challenges services	challenges services	challenges services

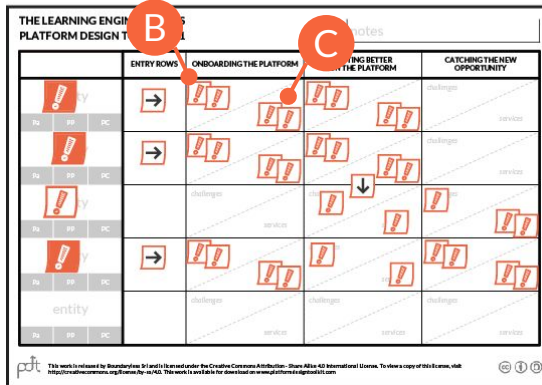
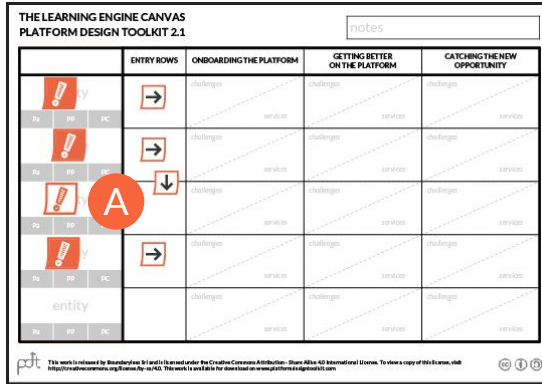
For T21 use only

What are we doing?

- Designing a step by step process that can offer entities in the ecosystem a way to **improve** and face the **continuous pressure** of the modern world
- A way for us - as owners - to **improve the quality** of value exchanged

How is this connected with next steps?

- **Convergence:** Here we create the second type of “bricks” to build the “platform experiences” - the **platform to peer bricks**
- These bricks will be connected later on with peer to peer **transactions**, to build complex platform experiences



- A Look to any single entity first...then think of **possible evolutions**
- B Try to focus on **one or two challenges**
- C Think to **one or two services** that you can provide to answer the challenges

Key Takeaways

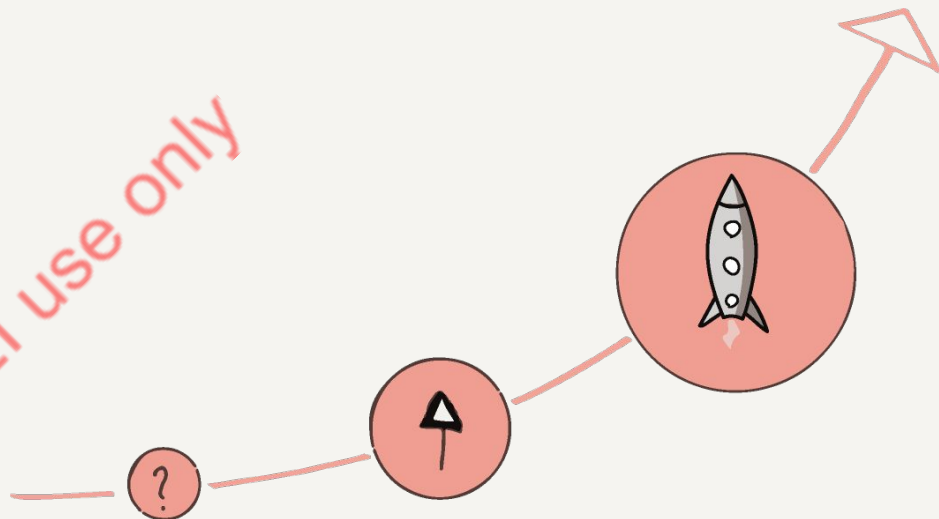
PLATFORM DESIGN PRINCIPLE #4

*Enable Continuous Learning
(in VUCA)*

Enable Continuous Learning (in VUCA)

In complexity everyone is looking for new ways to learn, and every organization is in the learning business.

Modern organizations need to offer participants a promise of accelerated learning; their message needs to be: "if you join us on the new terms of collaboration (platform), you're going to learn faster than outside".



Key Takeaways

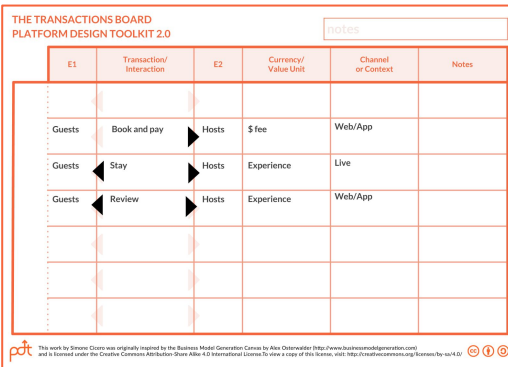
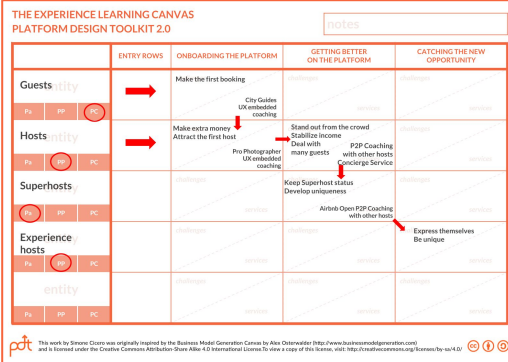


COFFEE BREAK

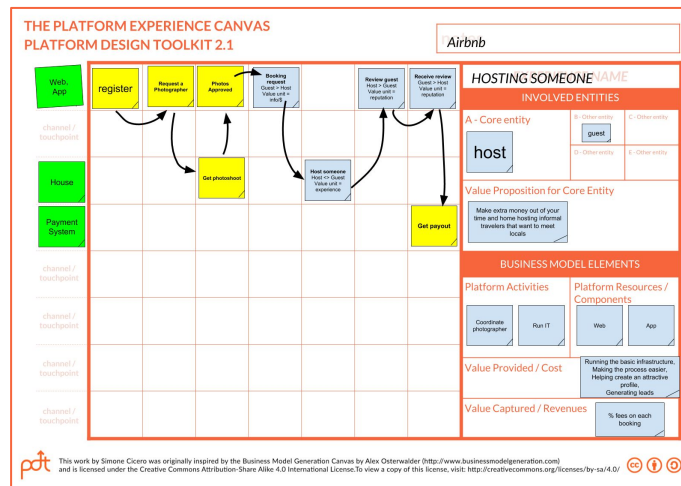
We start in 10'

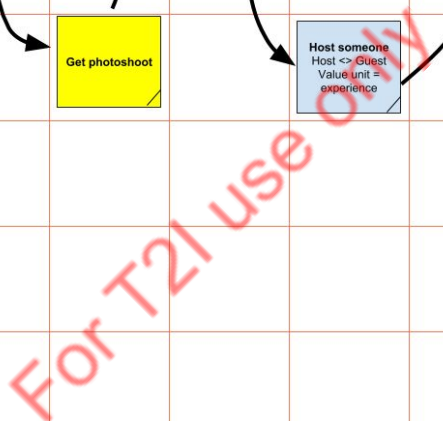
For T2I use only

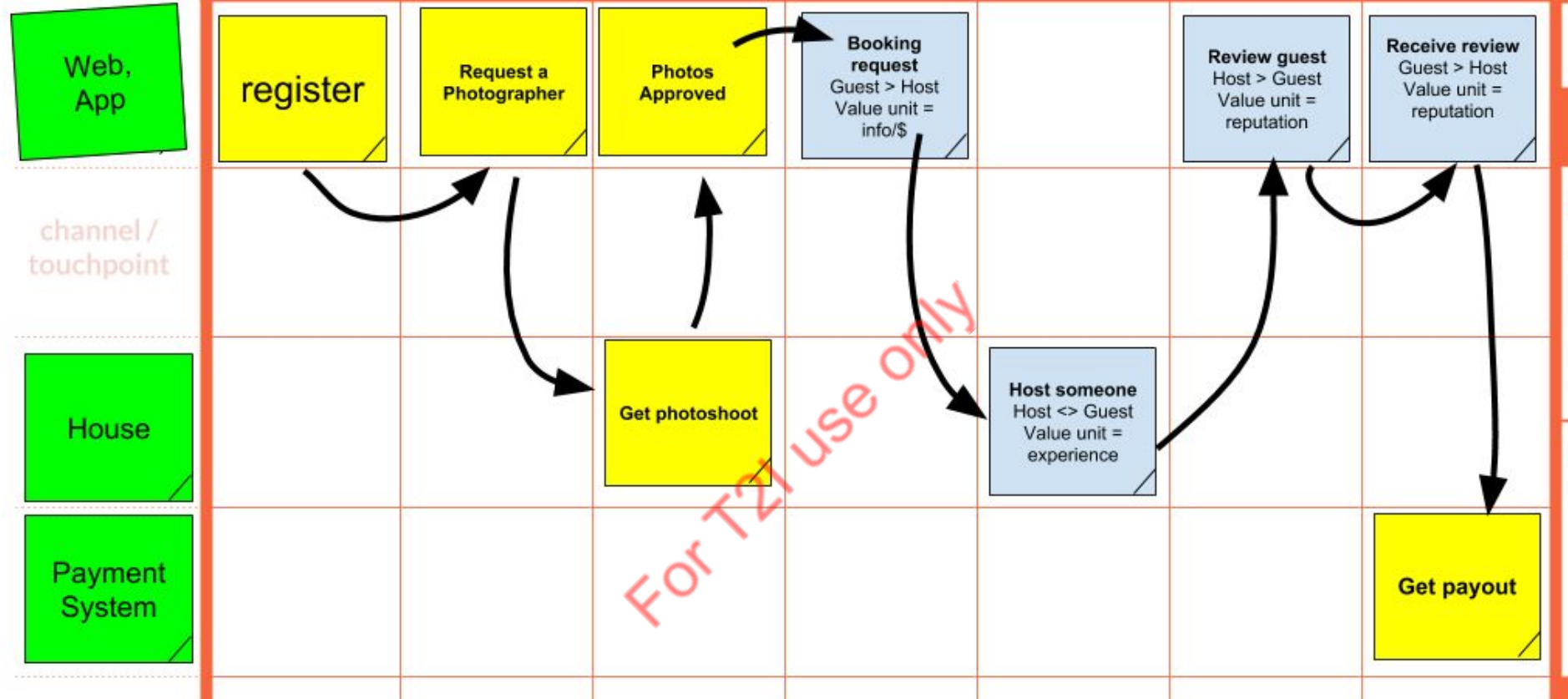
6. DESIGN PLATFORM EXPERIENCES



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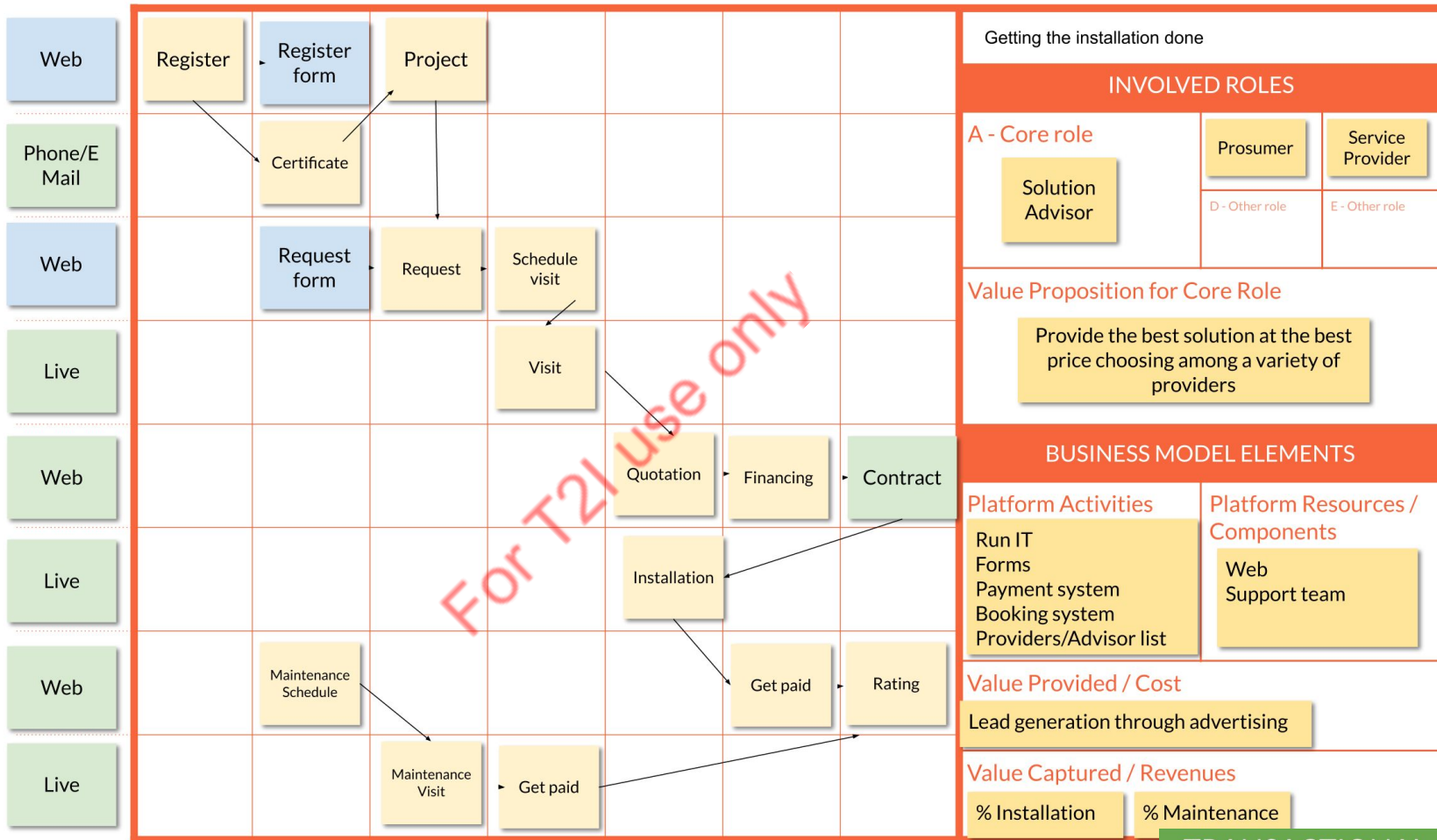




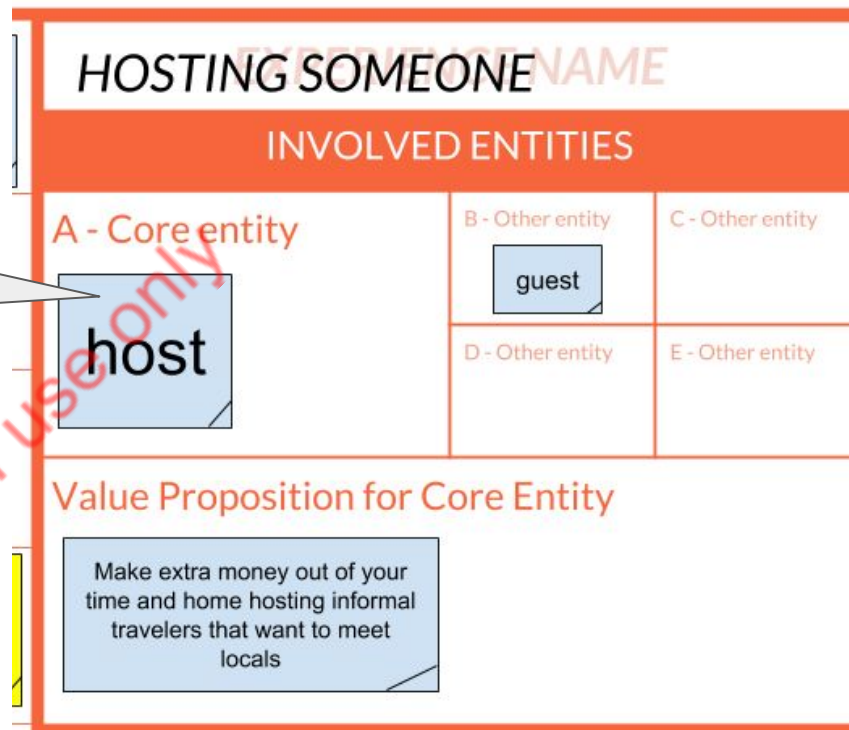
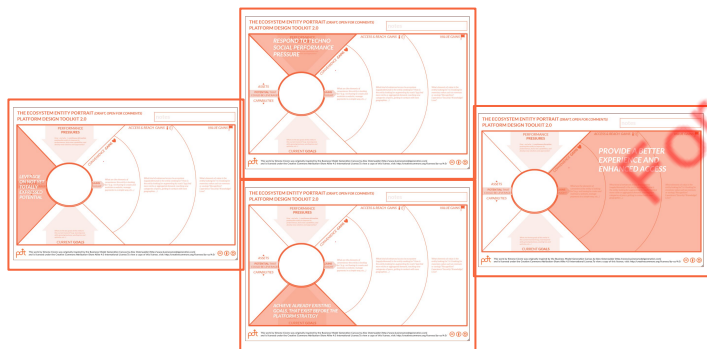


ONBOARDING

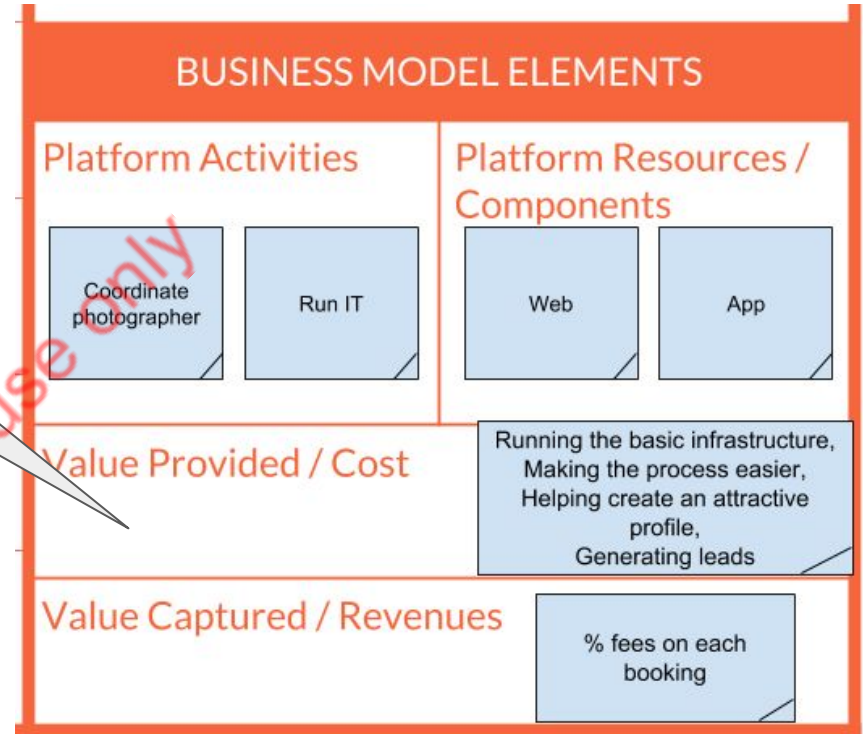
GETTING BETTER + ...?

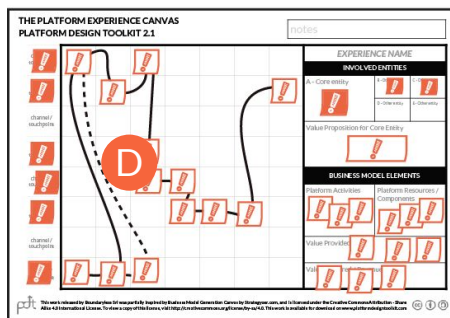
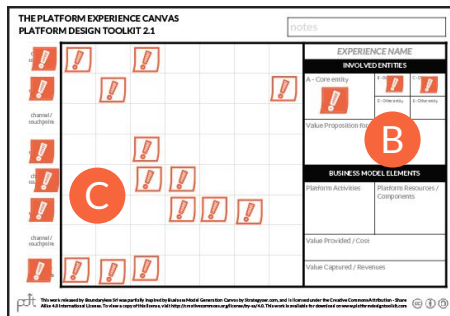
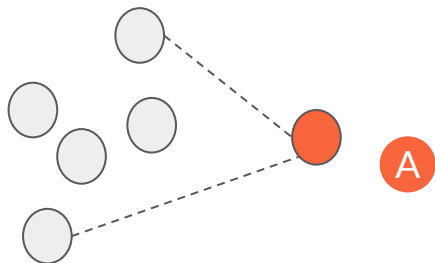


*The entity
whose point of
view we're using*



*The key
elements of the
business model!*





A Let's start from the Key Relationships we defined in the TB. **Create new groups** according to your interest. **Max 6 ppl** per team.

B Choose the **main relationship** first, then the **point of view**. **NAME** the experience

C Start from **onboarding**

D Put actions, move them and **connect them with arrows...** at the end

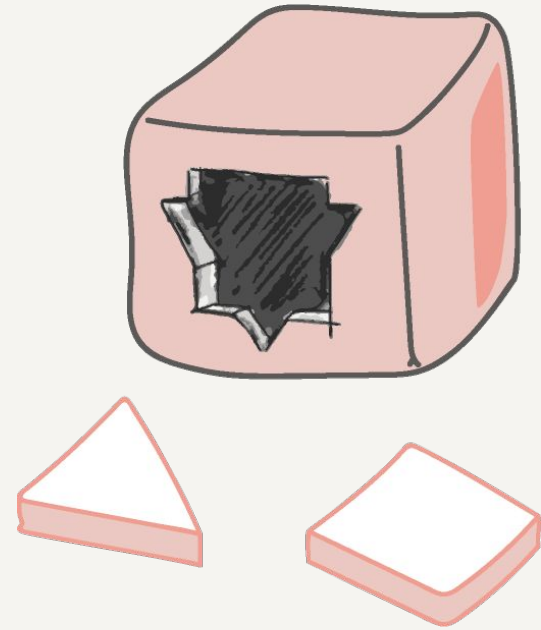
Key Takeaways

PLATFORM DESIGN PRINCIPLE #5

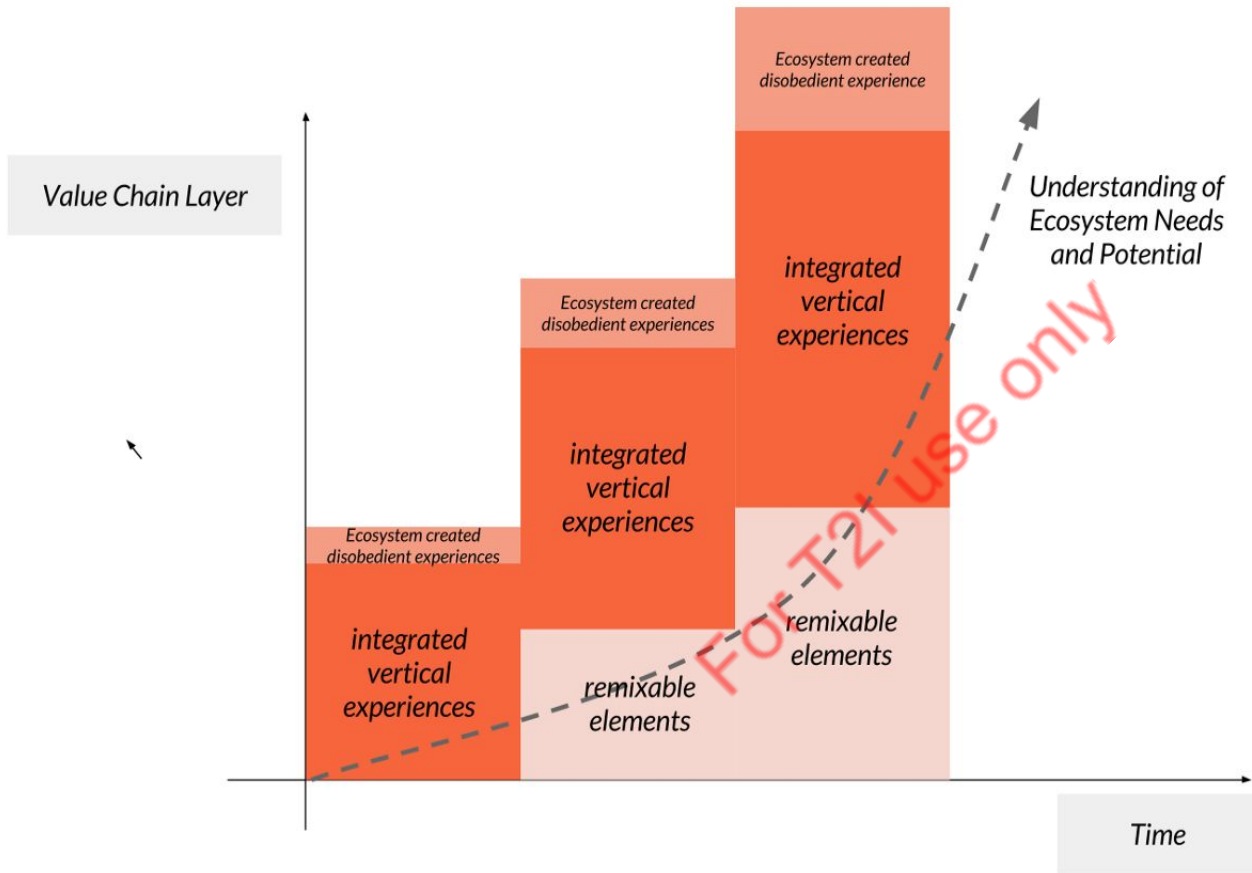
Design For Disobedience

Design For Disobedience

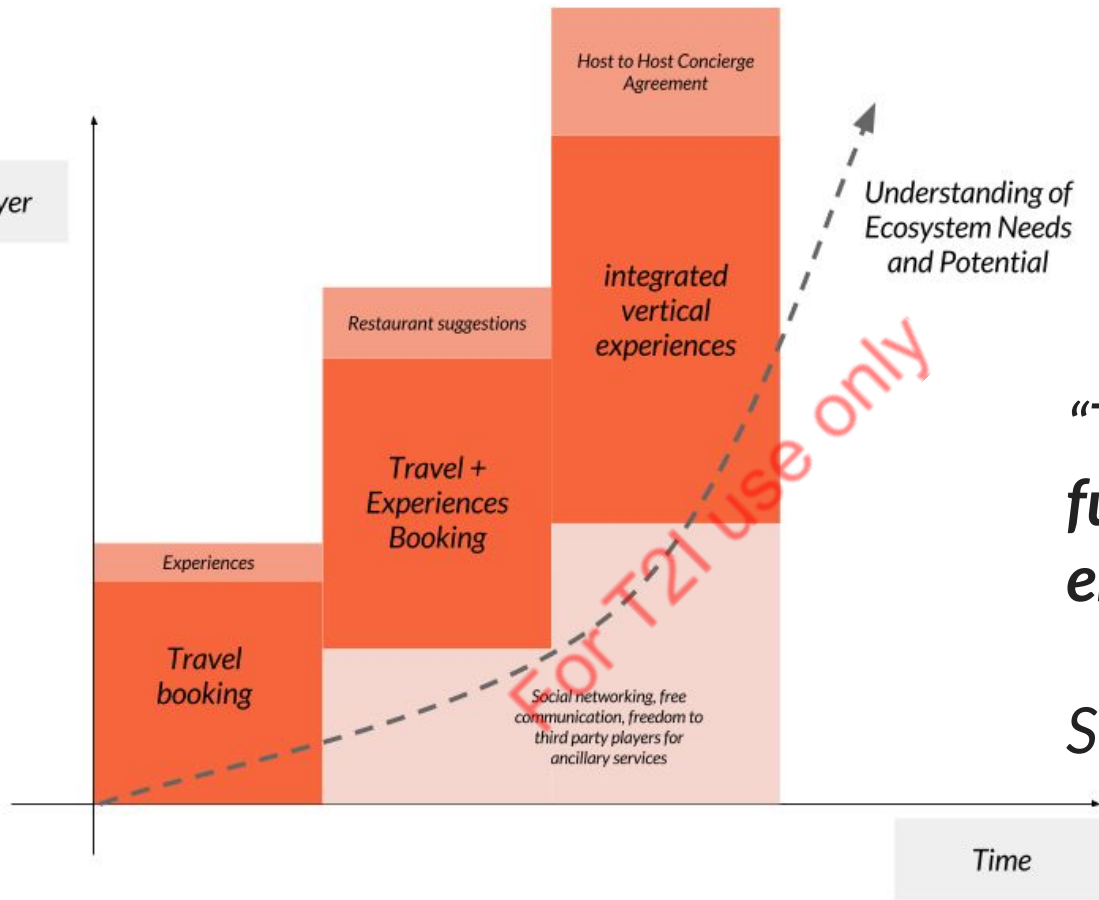
In a continuous power shift, from the brand to the consumer, and from the consumer to the ecosystem, we witness the need for the brand to **give up the idea that the innovation process can be driven from a central office**: it is the ecosystem that innovates, that knows what are the interactions that need to be empowered, and therefore the organization needs to carefully listen.



Key Takeaways



Value Chain Layer



“The ecosystem is a future sensing engine”

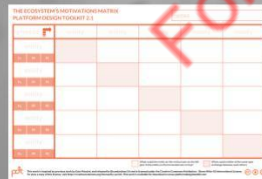
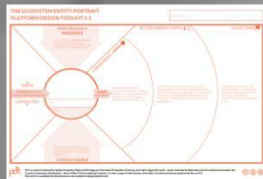
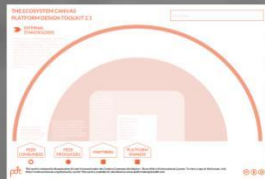
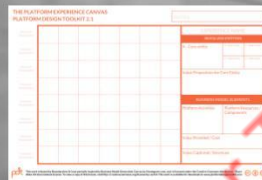
Simon Wardley

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