

## Business Model Lab

Workshop: Platform and ecosystem business models



### Contact

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### Title: Platform and ecosystem business models

Few technological products and services stand alone today. In order to offer customers, the greatest possible benefit, products and services from different providers are often bundled in ecosystem or platform business models. In the context of digital and green technologies in particular, this results in coordination, innovation and strategy problems in practice that cannot be solved using conventional concepts.

In this workshop, we will first introduce you to the mechanisms underlying platform and ecosystem business models. We will then present the latest scientific findings on platforms and ecosystems and explain how they differ from other terms. You will then be able to apply and consolidate this knowledge in a simulation.

After completing this workshop, you will be able to adapt your business model to the requirements of platforms and ecosystems. Not only will you be able to improve cooperation with your key partners, but you will also learn important things about pricing, risk assessment, innovation strategies and competitive analysis in the context of (digital) platforms and ecosystems.

### Goals

- Acquisition of basic knowledge on modularity, complementarity and network effects
- Understanding the concepts of platforms and ecosystems
- Playful application of the understanding of platforms and ecosystem business models in a practical setting
- Development of strategic action alternatives in platforms and ecosystems for own business models

### Workshop Agenda (6 hours)

00:00 – 00:30	Basic knowledge on modularity, complementarity und network effects
00:30 – 01:30	Joint discussion on the terms platforms and ecosystems
01:30 – 02:00	<i>Pause</i>
02:00 – 02:30	Interactive simulation ou strategic decisionmaking in platforms – First round
02:30 – 03:30	Interactive simulation ou strategic decisionmaking in platforms – Second round
03:30 – 04:00	<i>Pause</i>
04:00 – 04:30	Wrap-Up; Discussion, Lessons learned

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04:30 – 05:30	Presentation of toolkits for strategic decisionmaking in ecosystems
05:30 – 06:00	Application and discussion of presented toolkits

**Recommended readings:**

Adner, R. (2013), *The Wide Lens: What Successful Innovators See That Others Miss*, Penguin Publishing, USA

Adner, R. (2021), *Winning the Right Game: How to Disrupt, Defend, and Deliver in a Changing World*, MIT Press, USA

Gawer and Cusumano (2002), *Platform Leadership: How Intel, Microsoft, and Cisco Drive Industry Innovation*, Harvard Business School Press, USA

Gawer, Cusumano and Yoffie (2019), *The Business of Platforms – Strategy in the Age of Digital Competition*, Innovation and Power, Harper Business, USA