Platform-ing Governance

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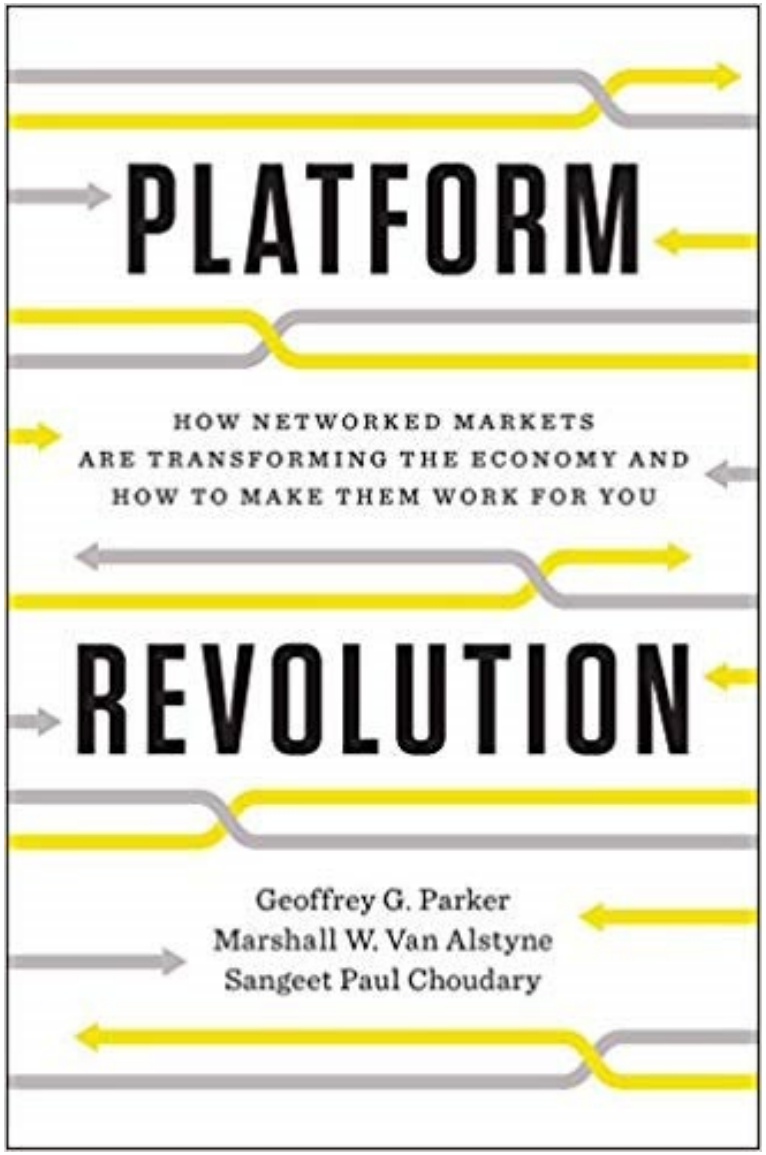
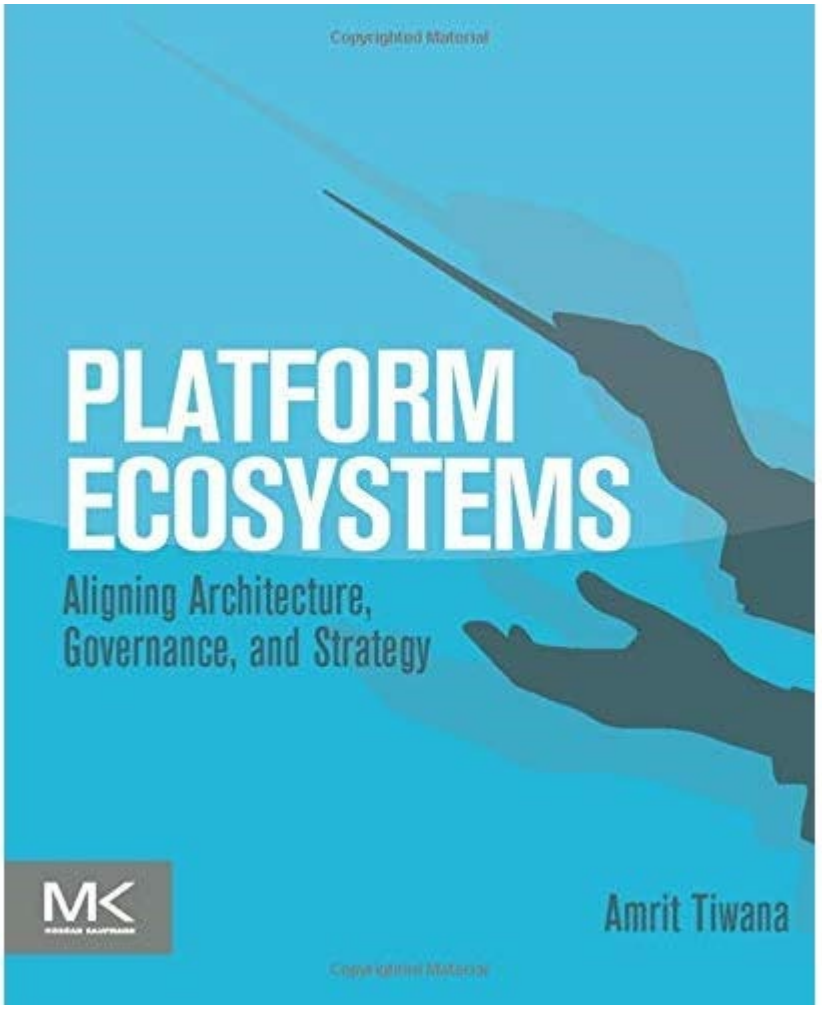

PLATFORM
HOW NETWORKED MARKETS
ARE TRANSFORMING THE ECONOMY AND
HOW TO MAKE THEM WORK FOR YOU
REVOLUTION
Geoffrey G. Parker
Marshall W. Van Alstyne
Sangeet Paul Choudary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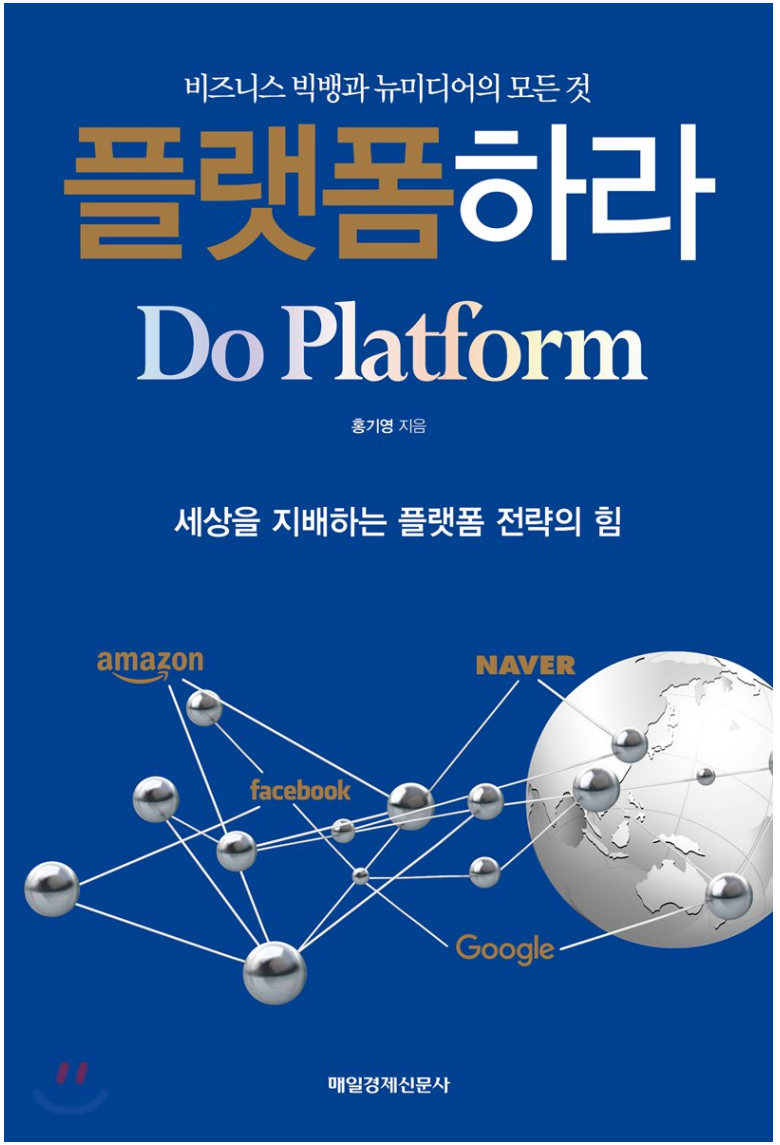
PLATFORM
ECOSYSTEMS
Aligning Architecture,
Governance, and Strategy
MK
Amrit Tiwana

HOW TO UNLOCK THE POWER OF COMMUNITIES
AND NETWORKS TO GROW YOUR BUSINESS
PLATFORM
STRATEGY
LAURE CLAIRE REILLIER + BENOIT REILLIER


비즈니스 빅뱅과 뉴미디어의 모든 것
플랫폼하라
Do Platform
홍기영 지음
세상을 지배하는 플랫폼 전략의 힘
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"This is that rare book that not only informs but entertains. You'll never look at these four companies the same way again."
—**JONAH BERGER**, author of **Contagious** and **Invisible Influence**

LARGE PRINT
RANDOM HOUSE

the four

THE HIDDEN DNA OF AMAZON, APPLE, FACEBOOK, AND GOOGLE

Scott Galloway

플랫폼 제국의 미래

The Four : The Hidden DNA of Amazon, Apple, Facebook, and Google

구글,
아마존,
페이스북,
애플
그리고
새로운 승자

스콧 갤러웨이 지음 | 이경식 옮김

'IT 4대 제국'이 50년 안에 사라진다!
새로운 자리는 누가 차지하게 될 것인가?

신이 된 구글, 모든 것을 파는 아마존, 전 세계인의 친구인 페이스북과 가장 섹시한 명품이 된 애플!
4차 산업혁명 시대를 지배하는 IT 공룡들의 플랫폼 전쟁과 그들을 위협하는 새로운 존재들을 파헤친다!

출간 즉시 실리콘밸리를 발칵 뒤집은 2017 최고의 화제작!

아마존 종합 베스트셀러!
〈뉴욕 타임스〉 〈USA 투데이〉 베스트셀러!
〈월스트리트 저널〉 베스트셀러!
《퍼블리셔스 위클리》 선정 '올해의 경영서'
'세계 최고의 비즈니스스쿨 교수 50'선정!

비즈니스북스

Platform economics in nutshell

Digital
White Sharks

Google
amazon
Alibaba Group 阿里巴巴集团

- At the top of the food chain -

Digital
Swordfish

airbnb
UBER
NETFLIX
zalando

- Big, fast, rarely get eaten -

Digital
Piranhas

SHAZAM
Bla Bla Car
WARBY PARKER
SoFi
houzz
slack

- Small but aggressive for prey -

Source: **Statista Digital Market Outlook**

statista

Platform

- Matching buyers with supplies that transact directly with each other
- A nexus of rules and infrastructures that facilitate interactions among network users (Eisenmann et al., 2011)
- Facilitating third party participation
- Providing building blocks that serve as the foundation for complementary products and services (Cusumano & Gawer, 2002)

Key Concepts

- **Modularity**: the degree to which a system's components may be separated and recombined, often with the benefit of flexibility and variety in use; reduce complexity by breaking a system into varying degrees of interdependence and independence across and "hide the complexity of each part behind an abstraction and interface
- **Interface**: a point of interaction between systems
- **Flexibility**: core that cannot change easily vs. peripheral that can change often
- **Two-side network effect**: hosts pull guests, and in turn guests pull hosts

Modularity (wikipedia)

- Ecological nuance: a key factor—along with diversity and feedback—in supporting resilience
- IT nuance: compartmentalization and interrelation of the parts of a software package
- Industrial nuance: a bundle of redundant project components that are produced en masse prior to installation
- Art nuance: the ability to alter the work by reconfiguring, adding to, and/or removing its parts

Four Tools of Platform Governance

- Rule: internal rules, external laws, regulation
- Norm: restrictions, peer pressure, nudge
- Architecture: programming codes
- Market: incentives, extrinsic motivation, give and take

Two Principles

- Transparency: pulling external resources, extension of platform
- Participation: owner, app developer, customer, partner, stakeholder

Research Inquiry

Issues and Agendas for Mgm't

- Transparency of organizations (public and private): how can we find an optimal level and scope of transparency
- Core and peripheral: what is and what should be core/peripheral?
- Deciding modularity: what can be common, shareable, independent, and/or interdependent?
- Structuring platform organizations: lessons from sharing economy firms (airBnB, Uber)
- Designing online platforms: concerned about failures in online architecture design
- Responsibility and accountability of platforms

Issues and Agendas for Policy

- Regulation of business platforms
- Market share: New market? Existing market? A winner takes all (too cheap price, quasi-monopoly)
- Data privacy and security: gathering data necessarily (un)intentionally
- Labor market: e.g., sharing economy firms
- Education: MOOC
- Energy: beyond smart grid
- Logistics
- Medical service

Other Issues in General

- Standardization and interoperability
- Sustainability of interface and protocols
- Support one or encourage competition among platforms
- Module becomes nudge or nanny?
- Institutionalization of platform lacks advantages of platform
- Dynamics between cores and peripherals over time

Platforms for Government

- Korea ON-Line E-Procurement System (나라장터 g2b.go.kr)
- E-Petition (국민청원 https://www1.president.go.kr/petitions)
- Open Data Portal (공공데이터포털 www.data.go.kr)

Platforms for Government

- Functional typology of platforms for government
  - **Ideation**: e.g., coproduction
  - **Opinion**: e.g., petition
  - **Transaction**: e.g., procurement
  - **Public service delivery**: e.g., welfare, education…
- Ownership-based typology of platforms for government
  - **G**overnment owns: national, provincial, local
  - Civil society owns
  - Industry owns