Introduction to Digital Platform Economy

The Winning Concept in Digital Business

digiole

Transitions to Digital Platform Economy

Agenda

- Fundamental change in business logic
- Basics of platform economy
- Value of data
- Platform economy business models
- Case: Startup Commons
- Designing platform economy business models
- Organizational change: transformation vs. transition
- Digiole Services
- Q & A

@valto

@valto

Valto Loikkanen

International Serial Entrepreneur
Startup Ecosystem Developer
Digital Finance Innovator

Digitally Native Global Entrepreneur

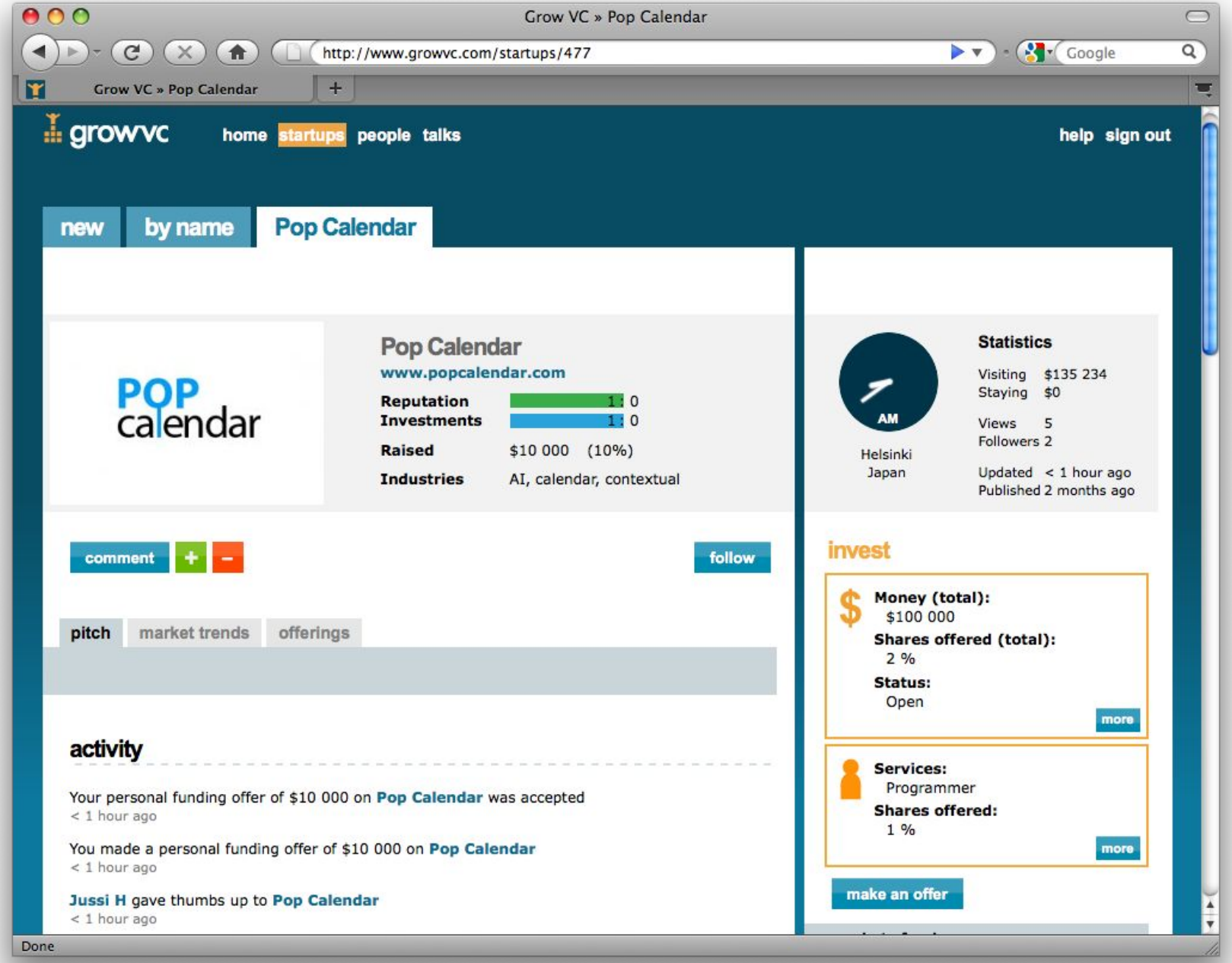
- Close to 25 years as global serial & portfolio entrepreneur (US, EU, Asia), with deep personal experience from successes & failures
- 19 years experience in developing digital applications to support various business processes
- 10 years for Startup Ecosystem development combined with online support tools, platforms & metrics

Business Advisor & Ecosystem Developer

- 10+ years of startup mentoring & advisory with hundreds of startups & scaleups around the world, at various development stages and industries
- 12 years developing business support services & funding instruments for digital businesses
- 8 years of “living lab” development for Digitalizing Startup Ecosystems around the world
- 6 years in European Commission Advisory role.

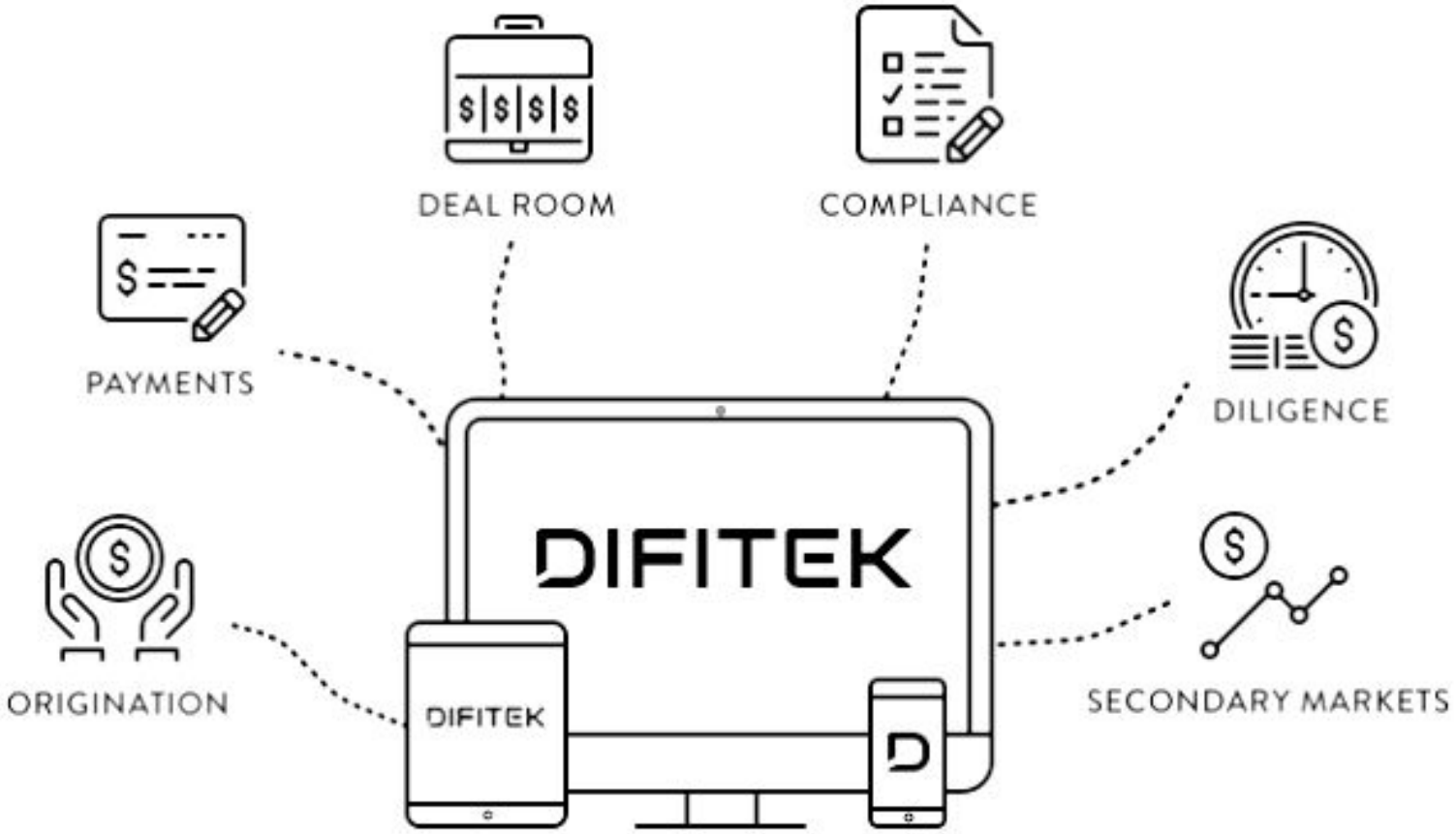
2009

Creating the first equity crowdfunding platform in the world

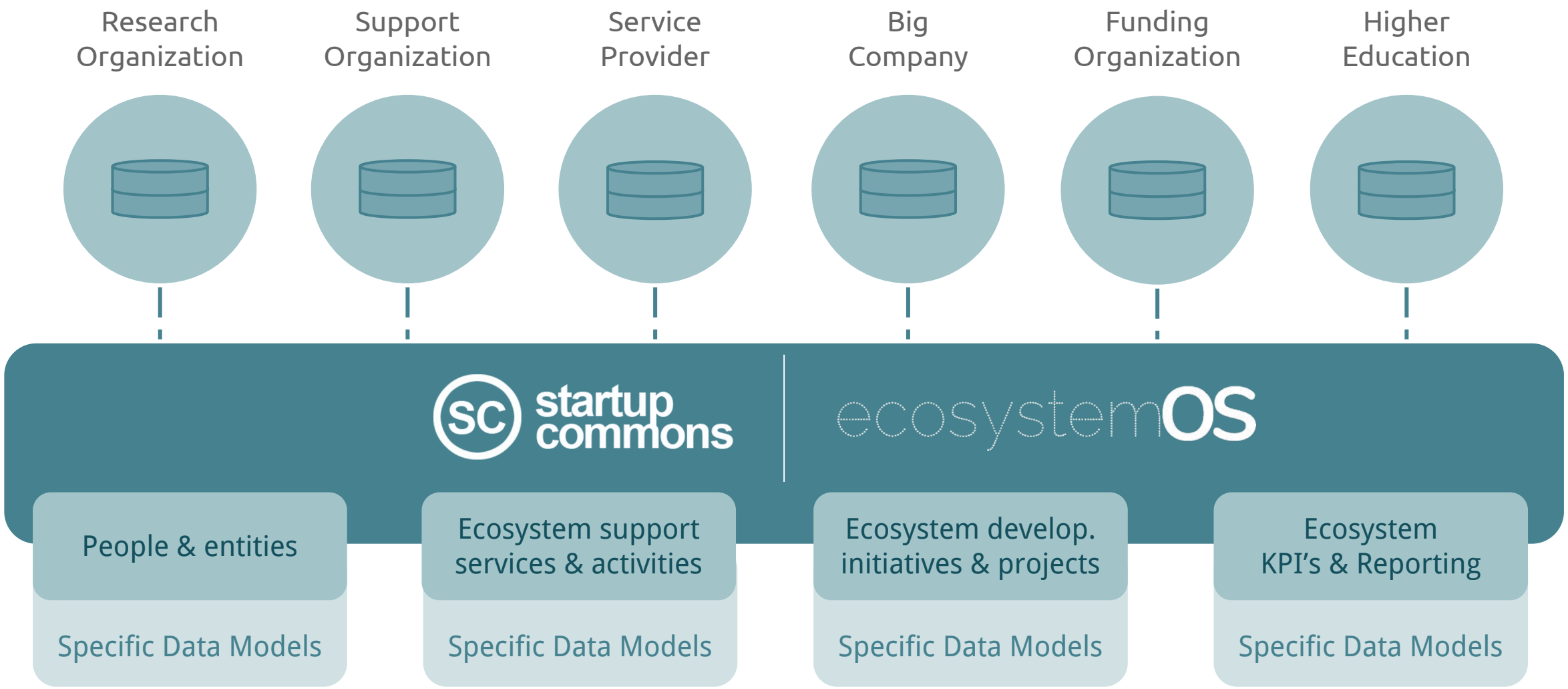


2012- Digital Platforms And Business Models For Global Finance Markets (100+ platforms)

BANK GRADE PLATFORM



2014- Developing & Digitizing Startup Ecosystems To Enable Data Flow Within And Between Ecosystems Globally



2017- www.prifina.com

Your personal data cloud and the applications to activate your data

Personal Cloud

Your personal cloud is only yours. It's where your data lives and where local apps can run.

Data Cloud

Upload data, connect data sources, and manage all data in your personal cloud.

Display

Display to install Data Widgets, tools that provide insights into your own data.

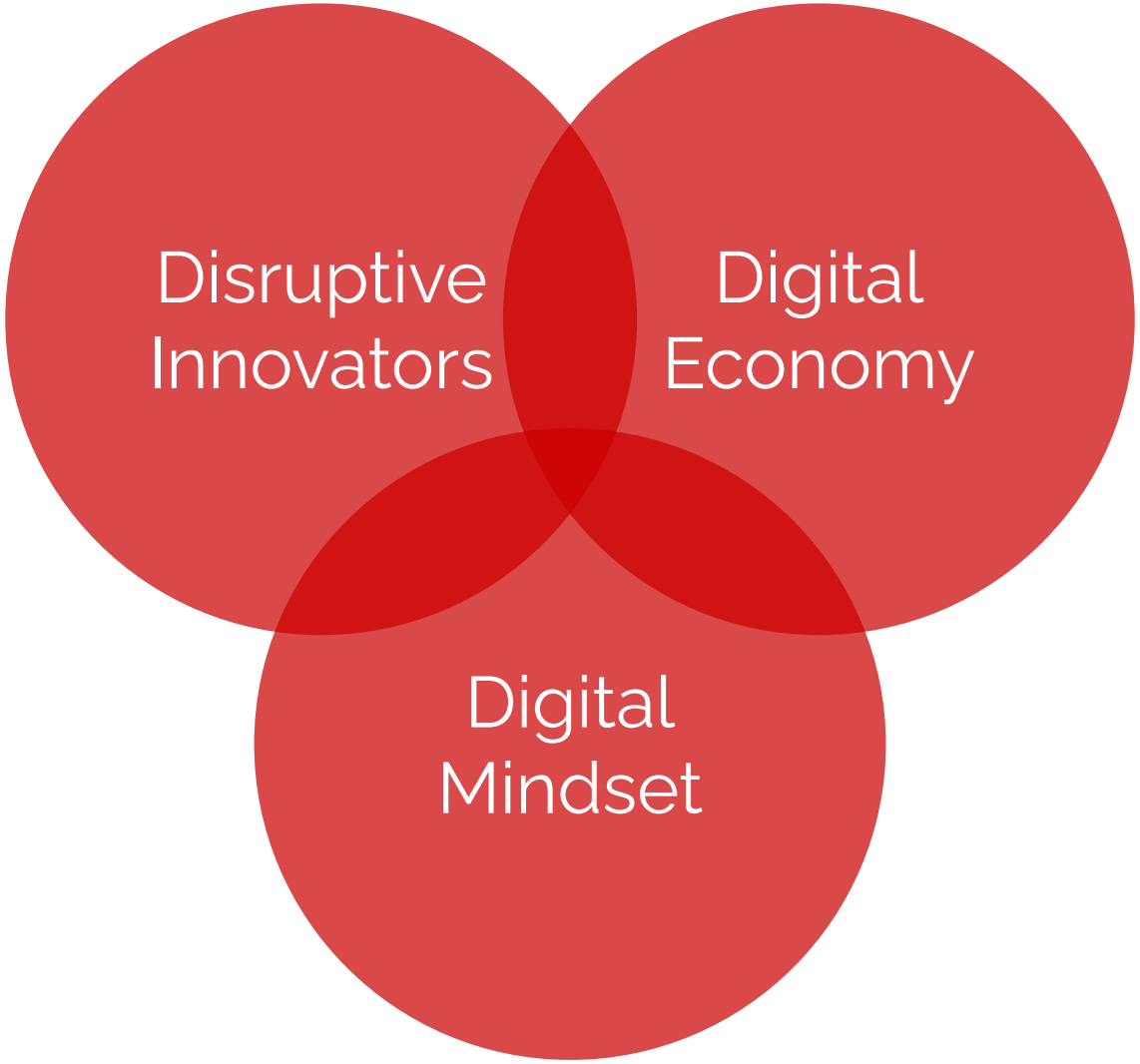
ROADMAP TO DIGITAL PLATFORM ECONOMY

JUKKA VIITANEN | REIJO PAAJANEN
VALTO LOIKKANEN | AKI KOIVISTOINEN

Tekes
VALTIONEUVOSTO
STATSRÅDET
Työ- ja elinkeinoministeriö
Arbets- och näringsministeriet

Market Forces of Change With Accelerating Pace

Markets & Competition



4th Industrial Revolution

Business Models

Forces Of Change - Accelerating Pace

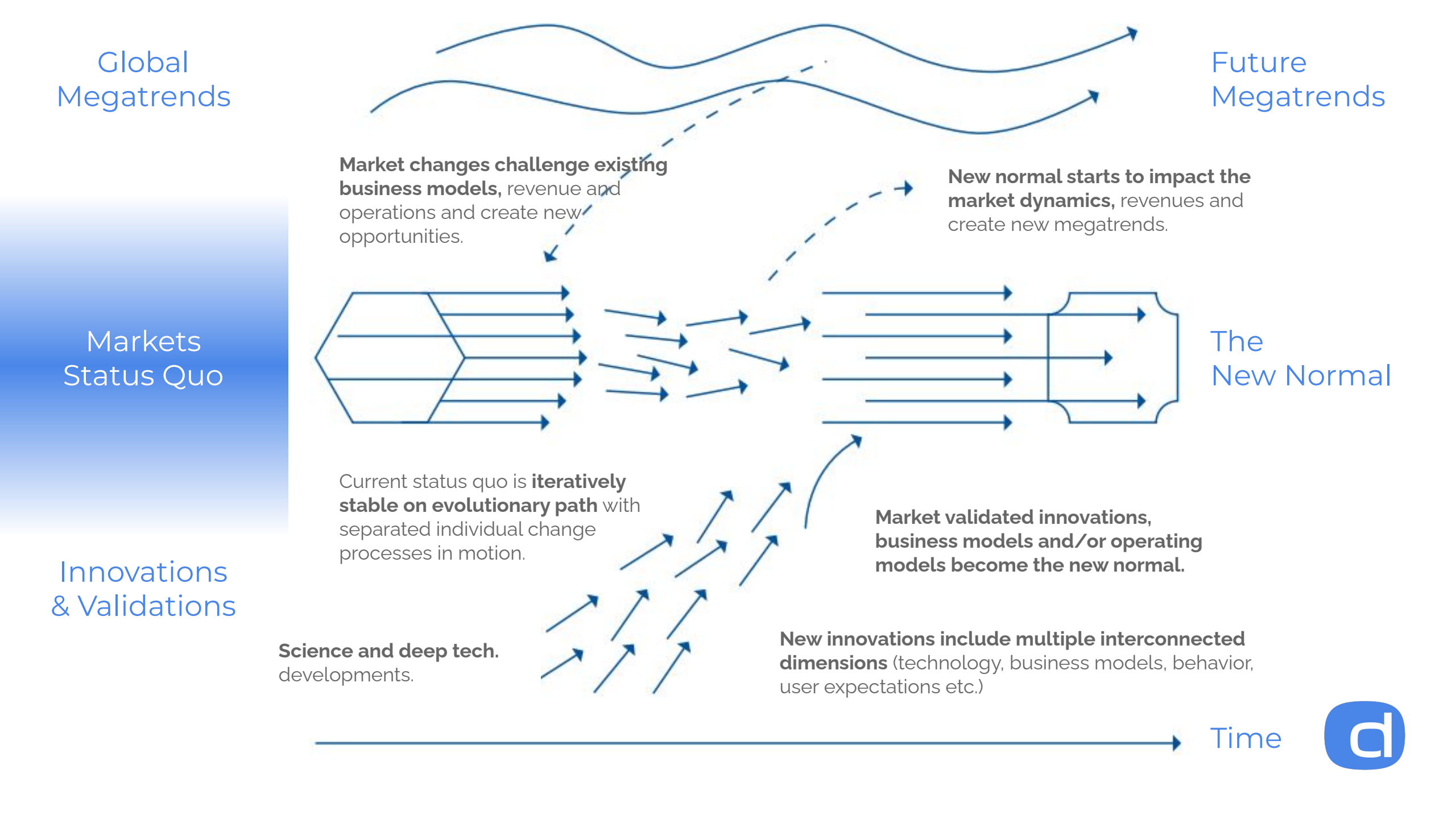
Each individual force is a significant challenge on its own right, **requiring significant organizational transformation**

When combined, these **forces put organizations into unprecedented pressure** for change **at accelerating pace**

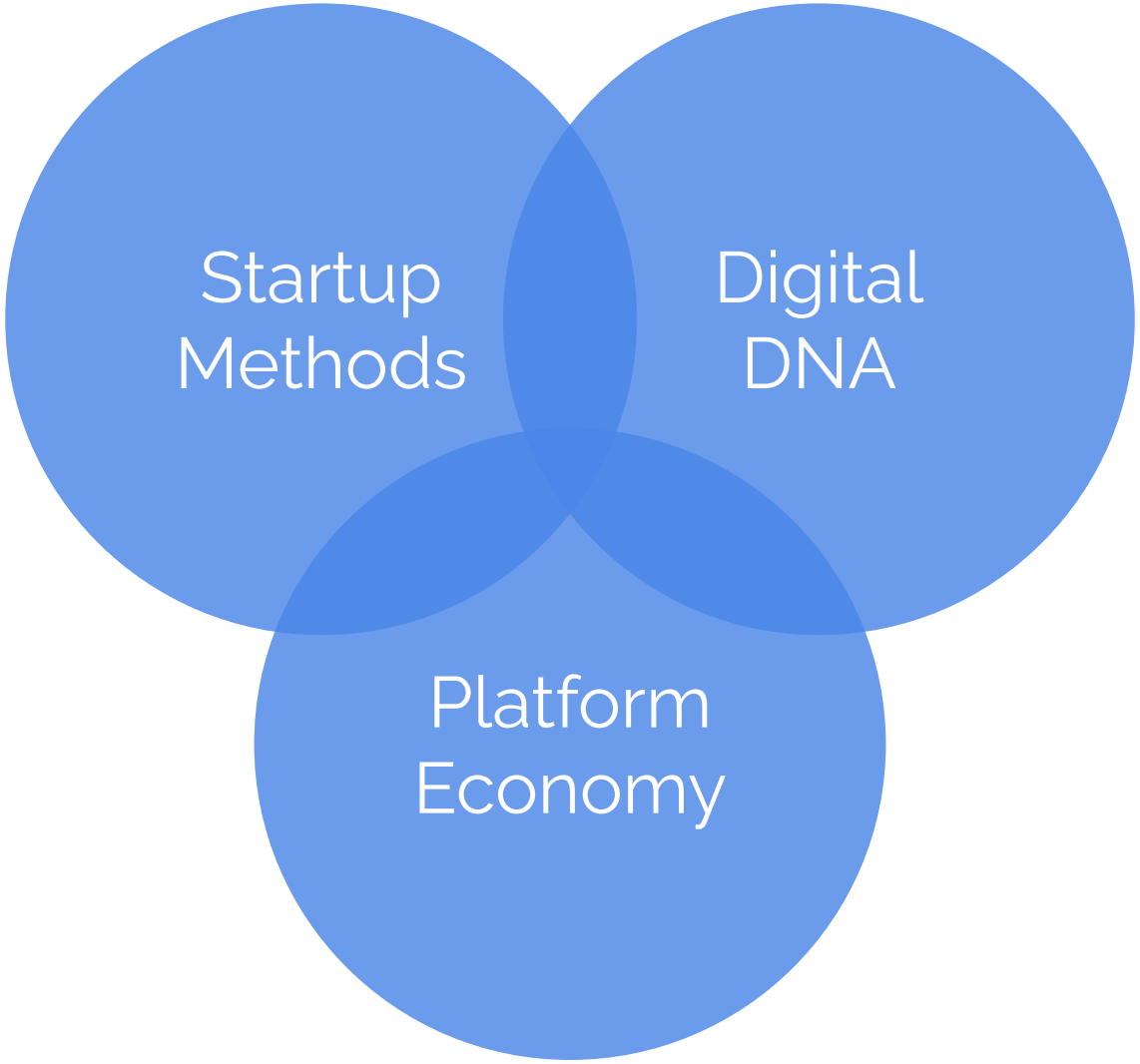
Competing disruptors **are already masters of one, two or all of these forces,** deep in their DNA, giving them **unfair advantages**

It's **simply unrealistic** to expect organizations to be **capable to transform** (strategies, people, talent, culture etc.) **and compete in all dimensions** needed **at the same time**.

Innovation Landscape


Global Megatrends
Future Megatrends
Market changes challenge existing business models, revenue and operations and create new opportunities.
New normal starts to impact the market dynamics, revenues and create new megatrends.
Markets Status Quo
The New Normal
Current status quo is iteratively stable on evolutionary path with separated individual change processes in motion.
Market validated innovations, business models and/or operating models become the new normal.
Innovations & Validations
Science and deep tech. developments.
New innovations include multiple interconnected dimensions (technology, business models, behavior, user expectations etc.)
Time

Markets & Competition



4th Industrial Revolution

Business Models

Platform Economy

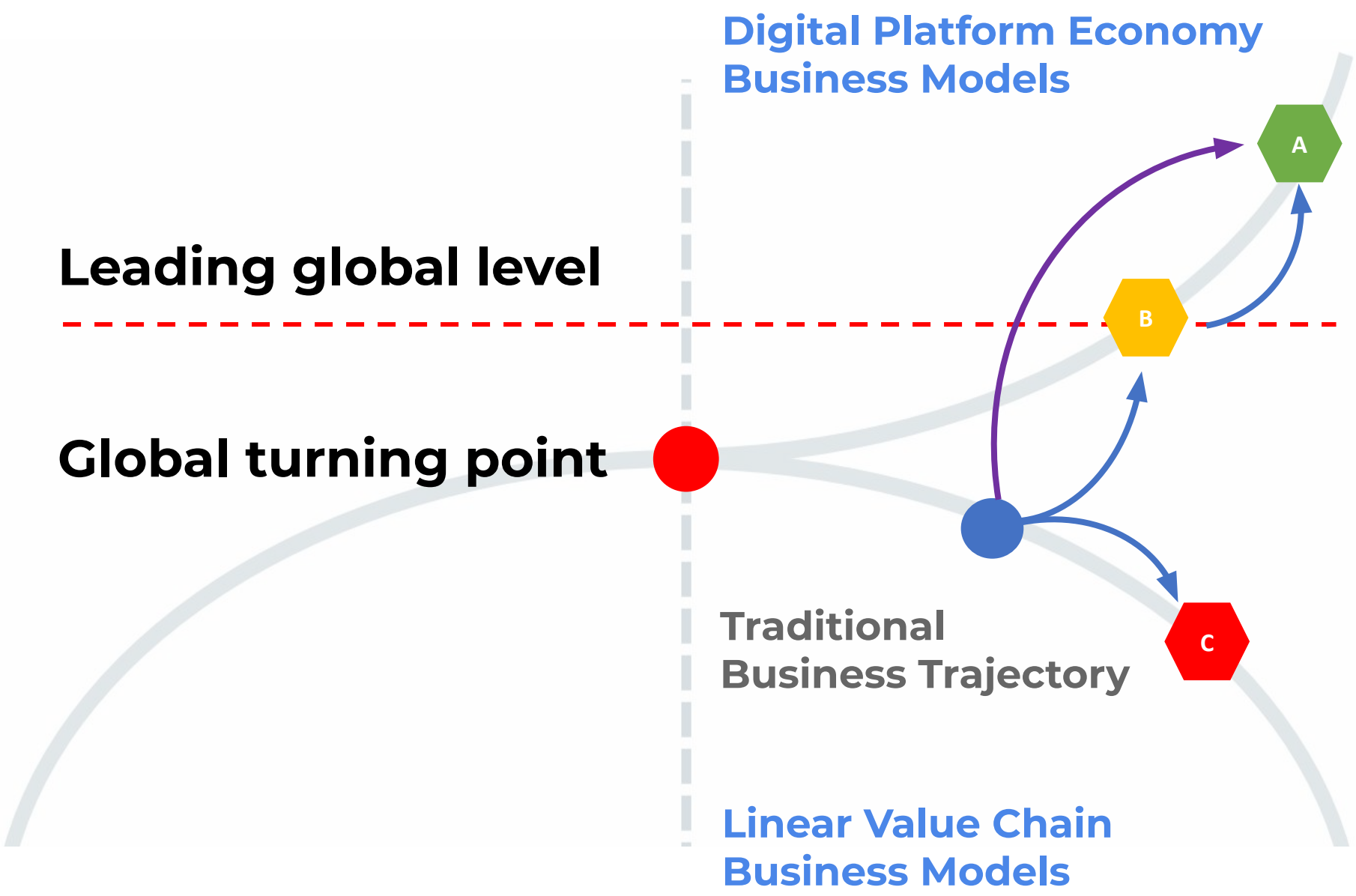
It’s not about...

...new technology...

...or passing trend...

New Business Logic

Enabled By Internet And Constant Flow
Of New Digital Technologies.



10 X

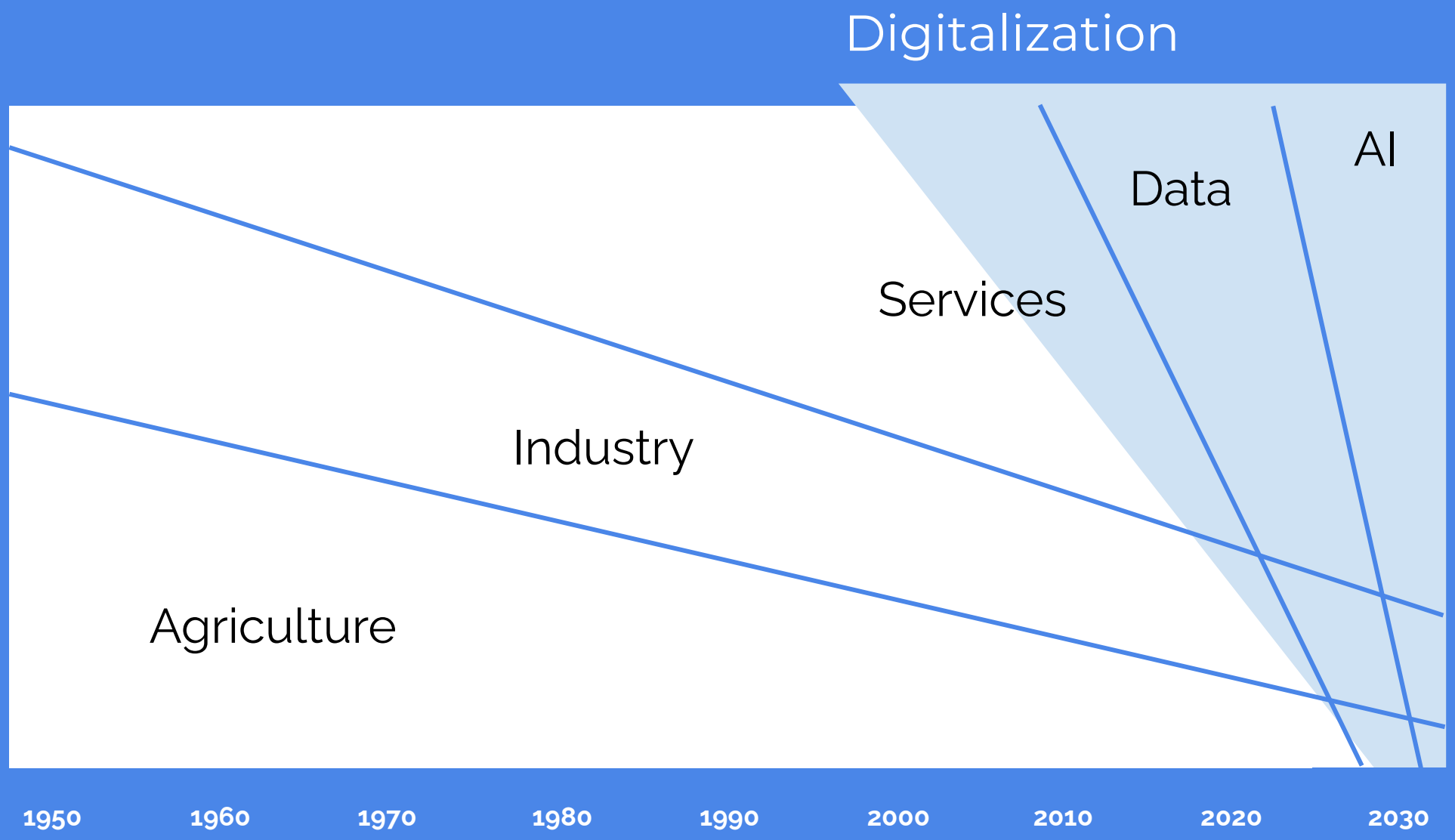
Creating and utilizing platforms

Efficiency enhancing

+10 %

Impact To Society And Economy

Economy Transformation 1950 - 2030

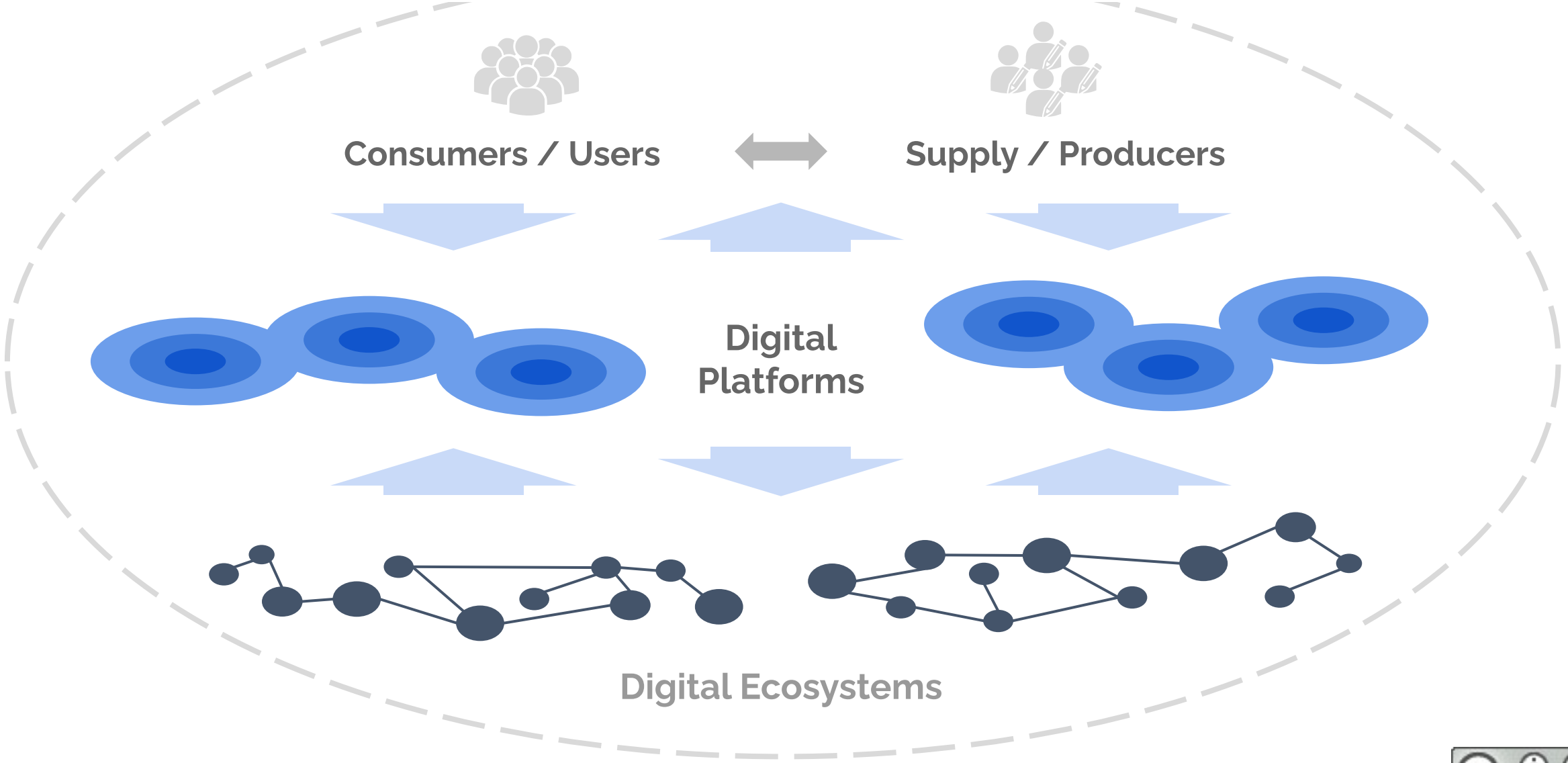


Growing portion of economy is coming from value creation based on data

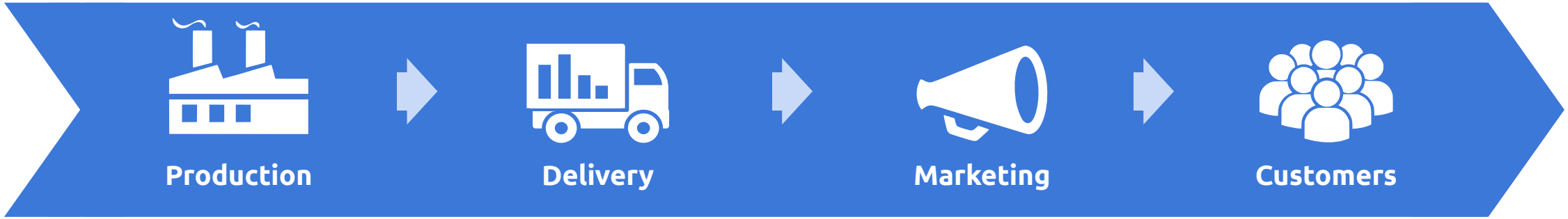
- Portion of services from the relative volume of overall value produced will continue to grow
- Data business will also take growing portion of the service markets
- In next 3-5 years, AI solutions will change the productivity of labor and base logic in business with unforeseen ways
- Digital balance of trade and balance of current accounts, work as measures for platform economy (but unclear how those are or should be measured today)

Basics of Platform Economy

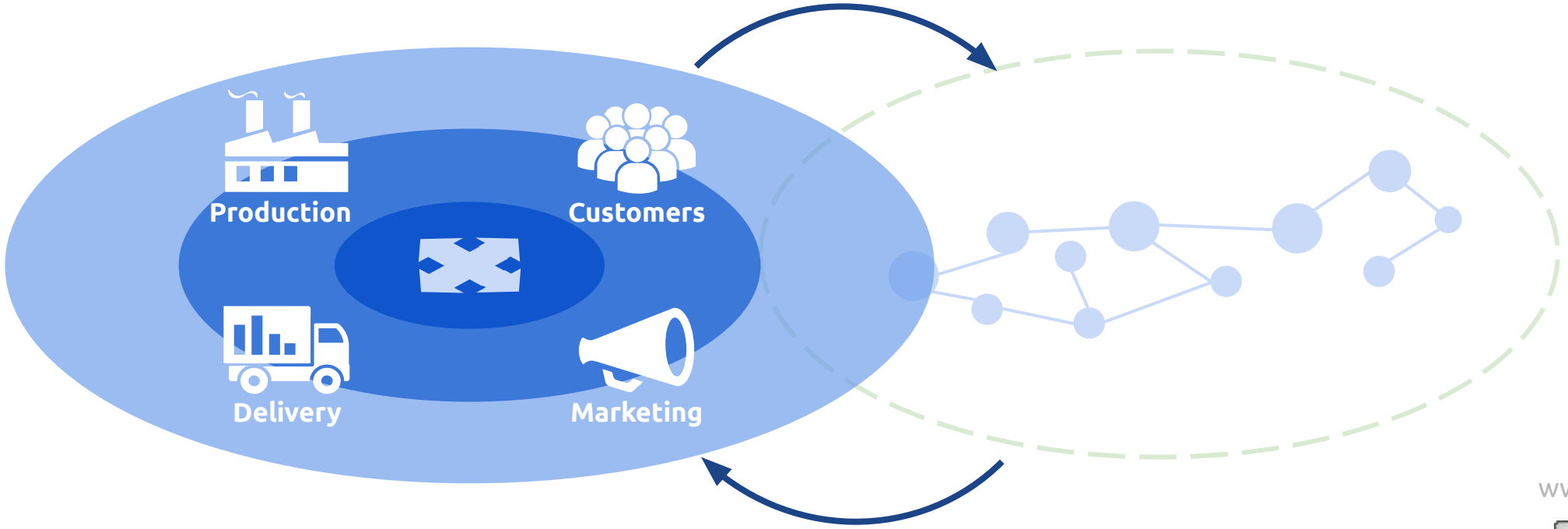
Digital Platform Economy



From Value Chains



To Platform Economy



Platforms

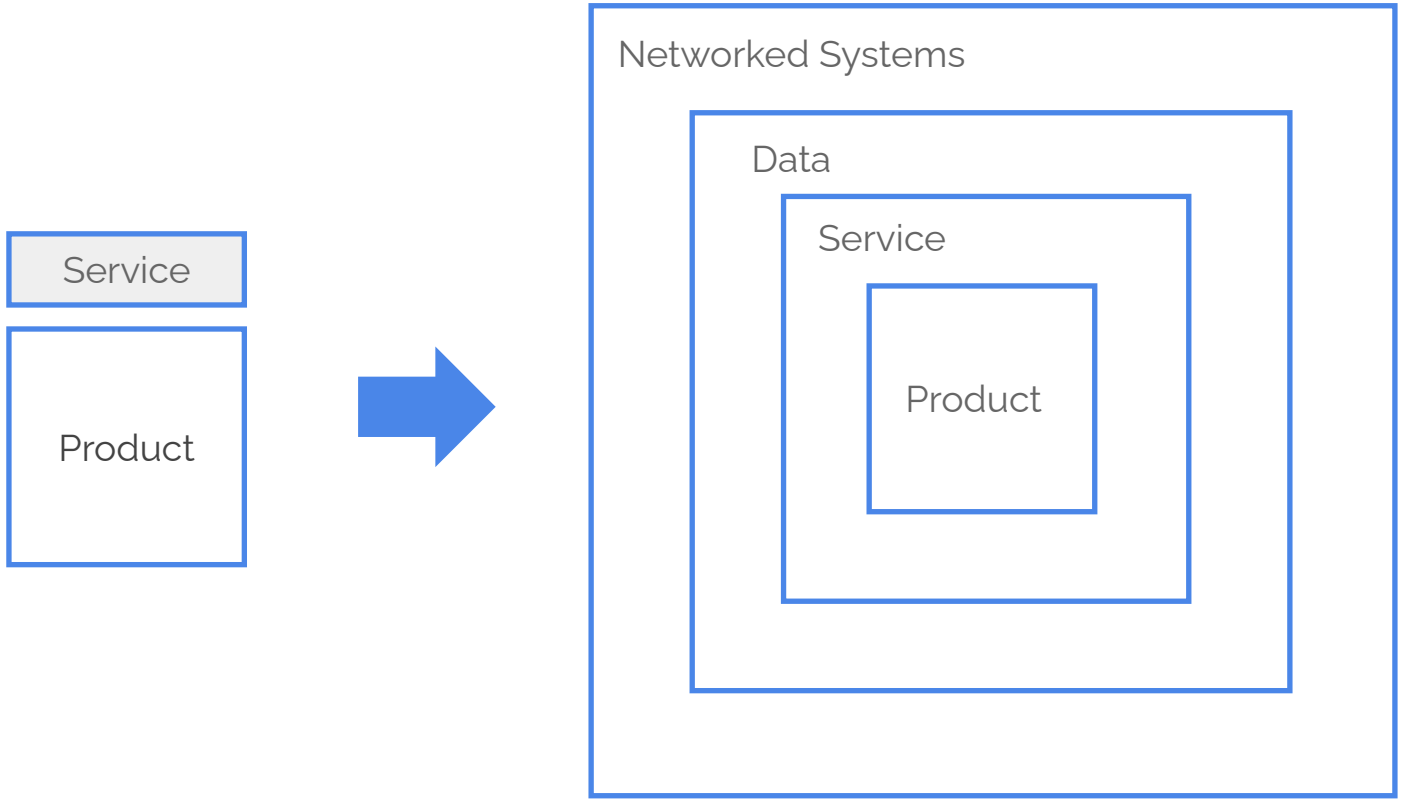
Ecosystems

Platform Economy challenges the business logic in all industries

In future, manufacturer of machines & equipments, must enhance their products

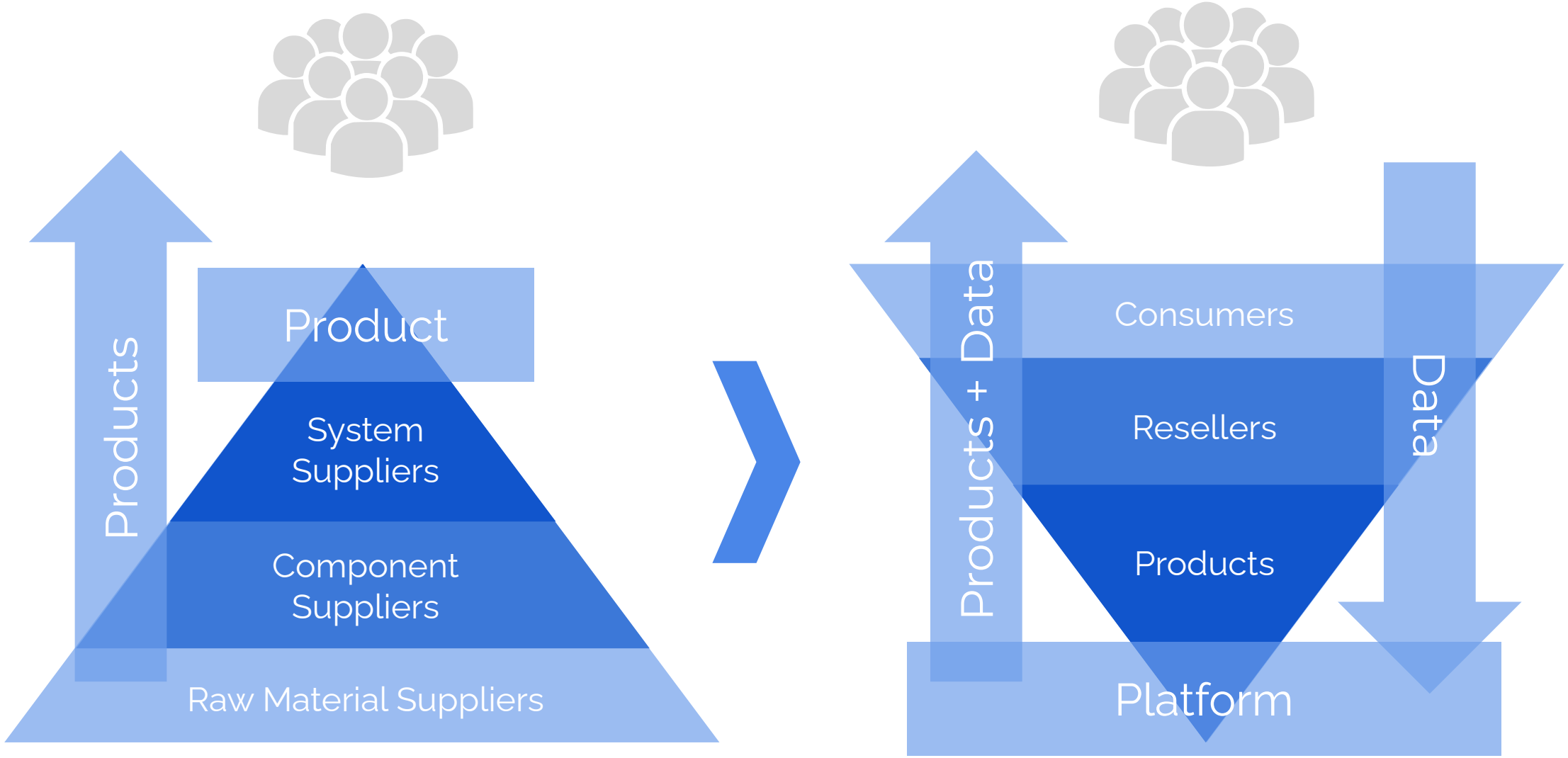
- **Service layer:** entire service business logic
- **Data layer:** data as new raw material in value creation
- **Systemic layer:** more complete solutions to customers needs by combining systems and data
  - Machines + equipments + services + communication capabilities + real-time monitoring & data collection + analytics + business model changes etc. (digital/application driven companies)
  - Ongoing 24/7 value creation

From Digital -> To Digital Platform Economy



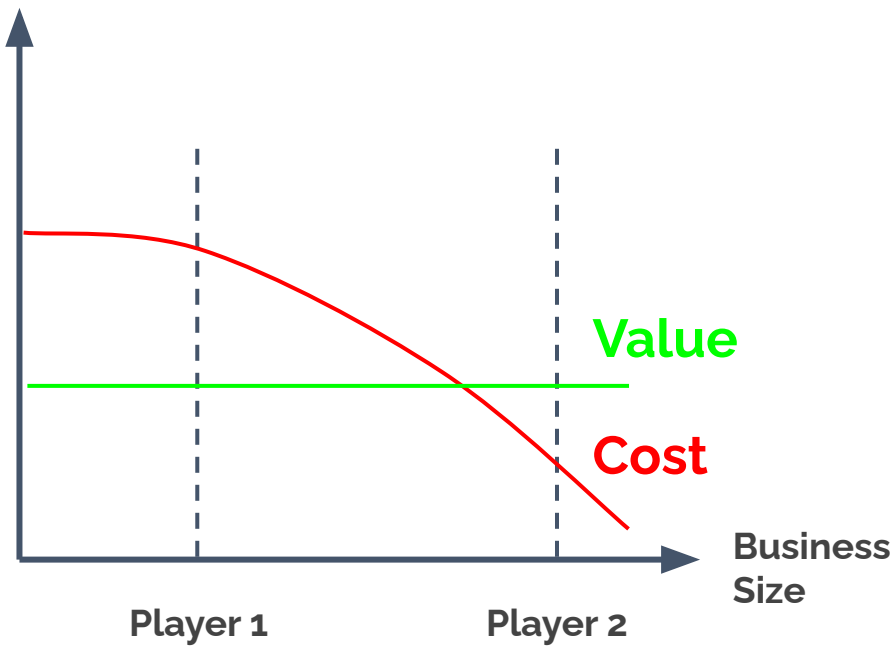
= 1 : 8 => 10X

From Product -> To Platform



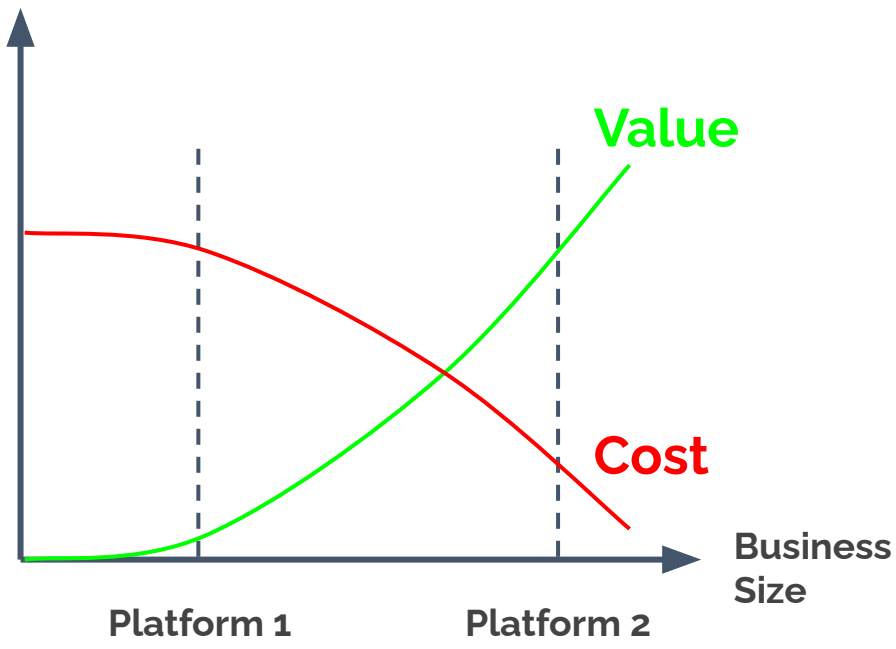
10x Business

Linear Business



Competing in one dimension.
Cost, by applying economies of scale.

Platform Business



Competing in both dimensions.
Due network effect, higher marginal value at lower marginal cost.

From resource control -> to resource orchestration

Based on own resources, innovation occurs at given rate.

Harnessing third party resources, innovation can occur at ***higher*** combined rate

Even if platform starts from behind or has higher variability, its value can overtake the product leader.

Data is the new raw material of digital economy

- Data makes everything digitally transparent
- Data can be collected, stored, combined and multiplied almost endlessly with nominal cost
- By reading and analyzing data, we learn to understand societal and economical trends: changes in characteristics, behavior, activity, wearing, consuming, preferences etc.

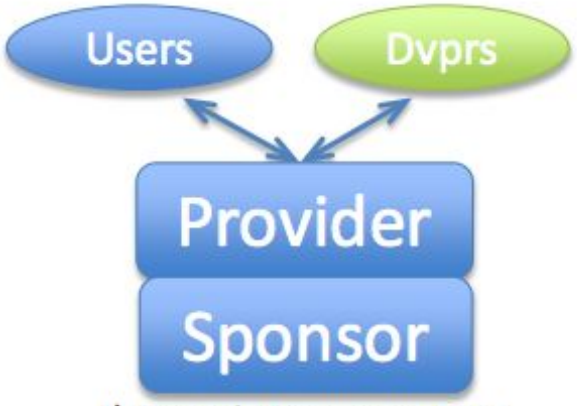
Fact

No DATA = No AI

Poor DATA = Poor AI

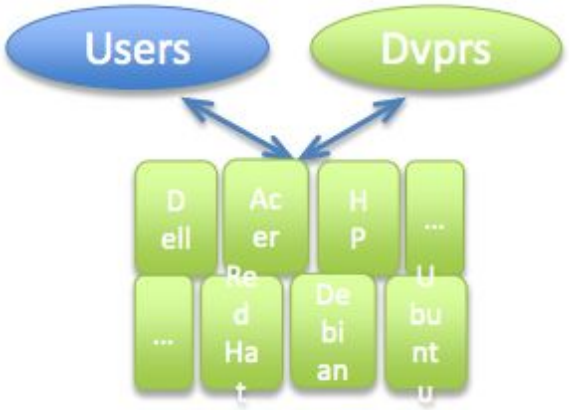
Platform Economy Business Models

Models For Organizing Platforms



iPhone

Proprietary

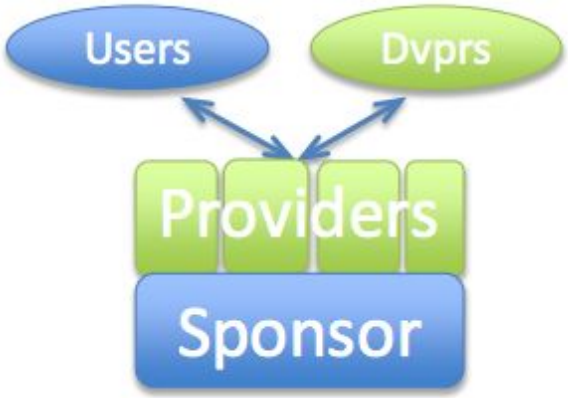


Linux

Multiple Providers and Branded Versions

Expedia

Aggregator



android

Licensing

Not only for consumer biz.

Elementtikauppa

Analog to digital in water consumption

Case Study

Startup Commons / EcosystemOS

DIGITAL ECOSYSTEM STRATEGY

C

Ecosystem Operators

"Strategically developing ecosystem as a whole from holistic perspective"

Support Providers

B

Ideation & product design

Product build & validation,
Biz model design & testing.

Product scaling &
business model validation

Ideas

Product

Business

A

-2 -1 0 **Business Creators** 2 3

Talents

Founders

Organization

B

Education, inspiration,
Co-founder matching

Team building, training,
mentoring, seed investor &
experts matching

VC Investors, Corporate &
international partnership

D

Digital

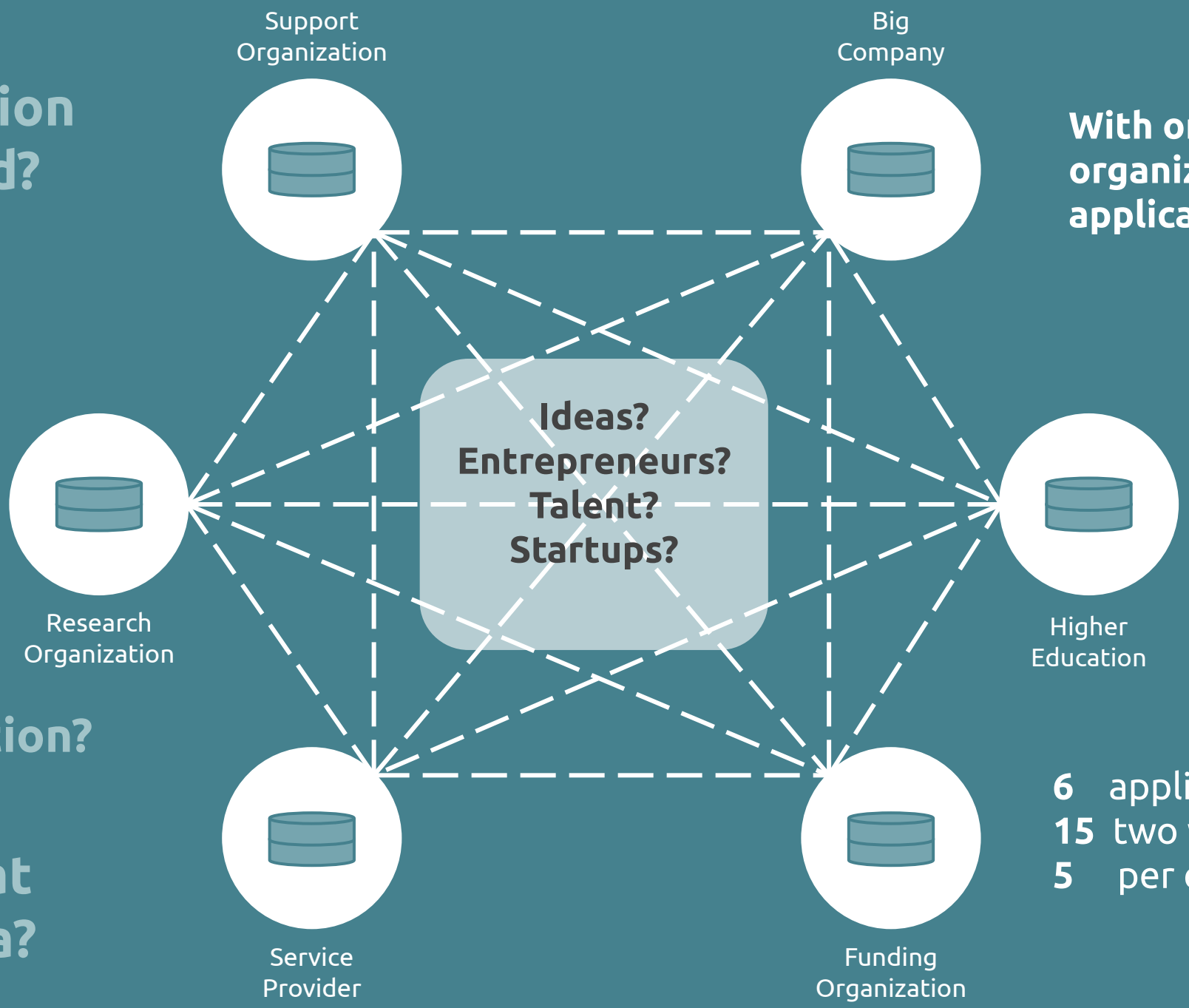
"Digital tools, eLearning, user data portability & KPI data..."

Connection method?

Access rights?

Documentation?

What Data?

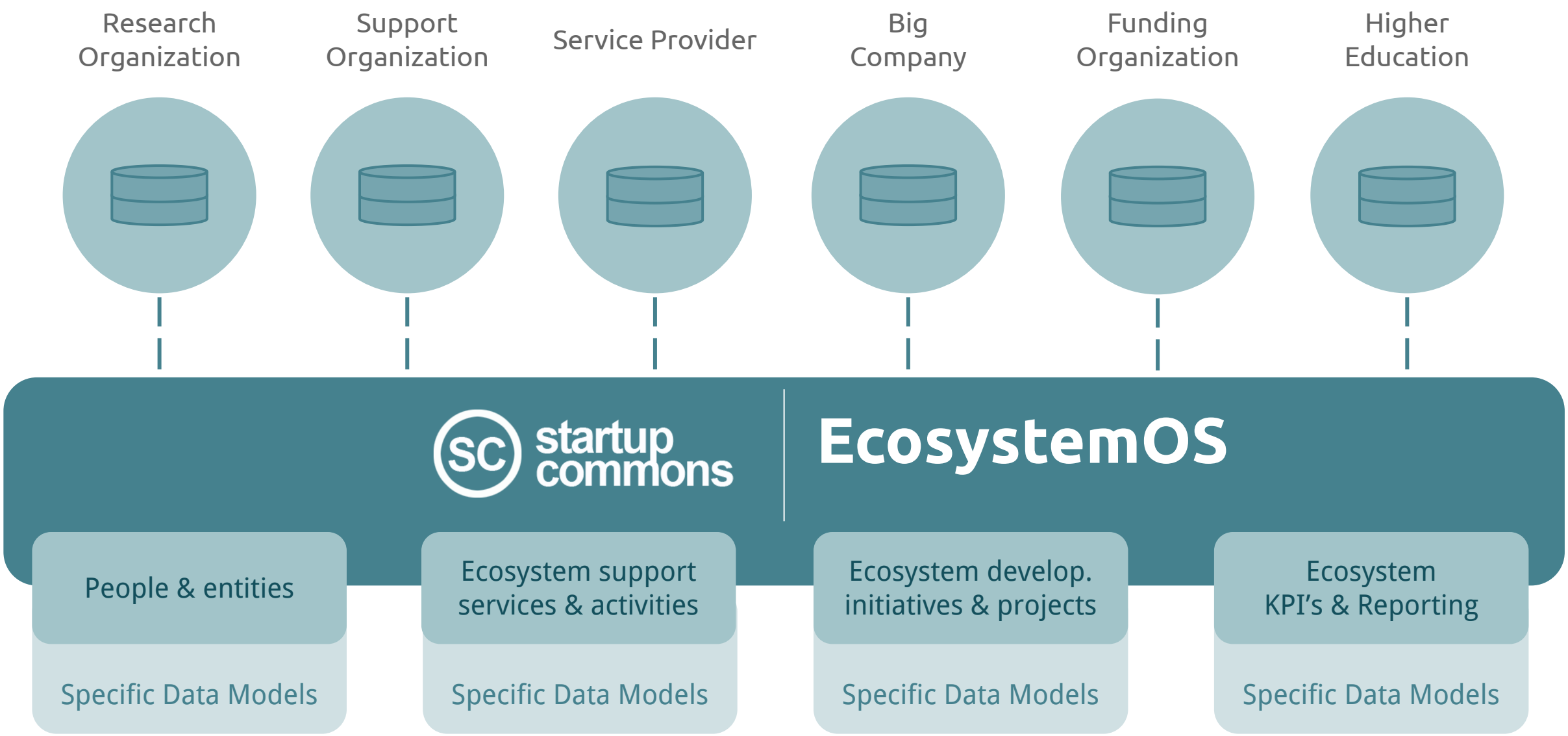


With only one organization and one application per each...

Data model?

Data ownership?

6 applications
15 two way connections
5 per each application



Data Model Categories

ecosystemOS

Semi Automated

Service Mapping

Services Data

Managed

Eco.Dev. Projects

Project Data

Automated

Ecosystem Portal

Ecosystem Data

Automated

KPI Dashboard

KPI Data

Event Systems | Evaluating Tools | Canvas & Dev Tools | Project mng. Tools | Biz Plan Tool

Service Data | Service Data | Service Data | Service Data | Service Data

Customer Data | Customer Data | Customer Data | Customer Data | Customer Data

Circle Pass Accounts & API's - *User Data Ownership, portability and Sharing*

Customer Data | Customer Data | Customer Data | Customer Data | Customer Data

Service Data | Service Data | Service Data | Service Data | Service Data

Online Forums | Matchmaking | Mentoring | Funding platforms | Accounting

Ecosystem API's

Standards and Documentation for Connections, Data Models & Data Sharing principles

Digital Business Design

Designing a Platform

Ecosystem Assessment

CUSTOMER NEEDS/DEMAND

End users / Consumers

Key Expert Groups

Companies / tech providers / service providers

Development companies / Researchers / Institutes

Public Sector Actors

Surrounding ECOSYSTEM

KEY DRIVERS OF CHANGE

Driver 1

Driver 2

Driver 3

Driver 4

CORE ASSETS

Core Technologies and Key Enablers

+

Data Sets, Data Flows and Data Storages

+

Real and Digital World Asset Combinations

CUSTOMER NEEDS/DEMAND

End users / Consumers

Identify customer needs and changes in markets.

Key Expert Groups

Identify experts needs for services and data.

Companies / tech providers / service providers

Identify needs of solution providers businesses.

Development companies / Researchers / Institutes

Identify “middle men's” needs in utilizing information.

Public Sector Actors

Identify public sector needs in steering mechanisms and services development.

Surrounding ECOSYSTEM

KEY DRIVERS OF CHANGE

Driver 1	Driver 2	Driver 3	Driver 4

CORE ASSETS

Core Technologies and Key Enablers

Take into use needed technologies.
Existing and emerging.

+

Data Sets, Data Flows and Data Storages

Utilize all available data, by combining different data sources. Own and others.

+

Real and Digital World Asset Combinations

Combine real world and digital work assets and skills to new winning combinations.

CUSTOMER NEEDS/DEMAND

End users / Consumers

Analyze existing, new and changing needs of target group in relation to current supply.

Key Expert Groups

Analyze experts expectations in context of solving issues and recognize best holistic service combinations that would best match with those expectations.

Companies / tech providers / service providers

Analyze relevant companies business offerings holistically to recognize most compelling combinations that would best enhance the industry as a whole.

Development companies / Researchers / Institutes

Identify relevant experts, researchers, solution providers, institutions etc. key functions to create new winning combinations.

Public Sector Actors

Evaluate relevant public sector actors holistic needs in both regulatory and responsibility context as well as fixing market demand challenges.

Surrounding ECOSYSTEM

KEY DRIVERS OF CHANGE

Driver 1	Driver 2	Driver 3	Driver 4

CORE ASSETS

Core Technologies and Key Enablers

Evaluate the potential and suitability of core technologies and technical enablers as technologies for platform and as enhancers of platform business. Most promising are selected to be used, while preparing to make changes based on learnings.

+

Data Sets, Data Flows and Data Storages

Take into use all of the most relevant data sets and sources to build new winning combinations by crossing industry verticals and geographies. Manage that quality, relevance and volume of data reflects the needs of the platform. Combine the data sources with new data that platform will generate to create new winning combinations.

+

Real and Digital World Asset Combinations

Combine real world information, infrastructures and skills supply with matching digital assets and sources. Combine all platform parties data sources with platforms own data as platform assets/supply.

ECOSYSTEM FRAMEWORK for Health and Wellbeing

CUSTOMER NEEDS/DEMAND

Customers, Clients, Users, Care givers, Family
- Wellness information
- Information service
- Risk assessment
- Preventions
- Care information
- My Data (health records)
- Life style decisions
- Service provision

Health-, Wellbeing and Social Care Professionals
- Wellness information
- Health records
- Home care solutions
- Care information
- Service effectiveness
- Decision support systems
- Seamless, multi-professional team work

Companies/ Service providers/ Care Associations
- Client information
- R&D data
- Behavioral data
- Equipment and facility development
- Service design and effectiveness
- Training and education
- Impact and Results

Researchers
- Medical solutions
- Care solutions
- Population data usage
- Solution development
- Service design
- Process development
- Impact analysis
- International collaboration

Public Sector Actors (costs + quality)
- Databases ad registries
- Decision support systems
- Service processes
- Citizen services
- Population health data
- Public funding support
- Effectiveness
- Triage care process

PLATFORM OPPORTUNITIES

- Virtual Hospital
- My Data-Operator
- Health 'big' data platforms
- Webstore of Health

KEY DRIVERS OF CHANGE

- Seamless Service and Care Paths
- Individual Health Care
- Preventive Health Solutions
- Wellbeing Trends

CORE ASSETS

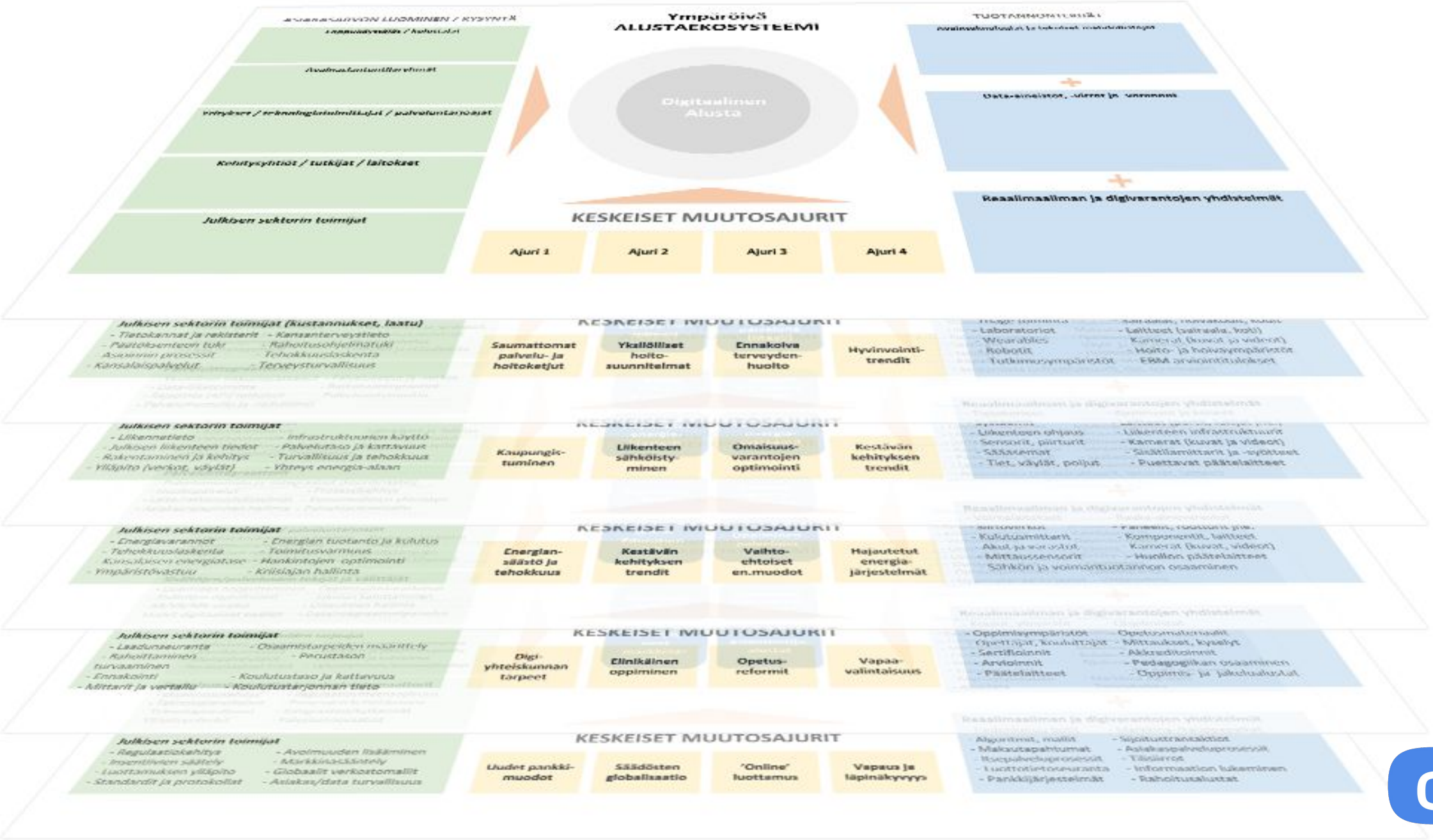
Core Technologies and Key Enablers
- Data centers and data farms
- Clouds
- Archives
- Bots and agents
- AI
- AR/VR
- Analytics
- Data models and APIs
- Service architectures
- Telco architectures (5G)
- Robotics
- Blockchain
- Visualization tools

+

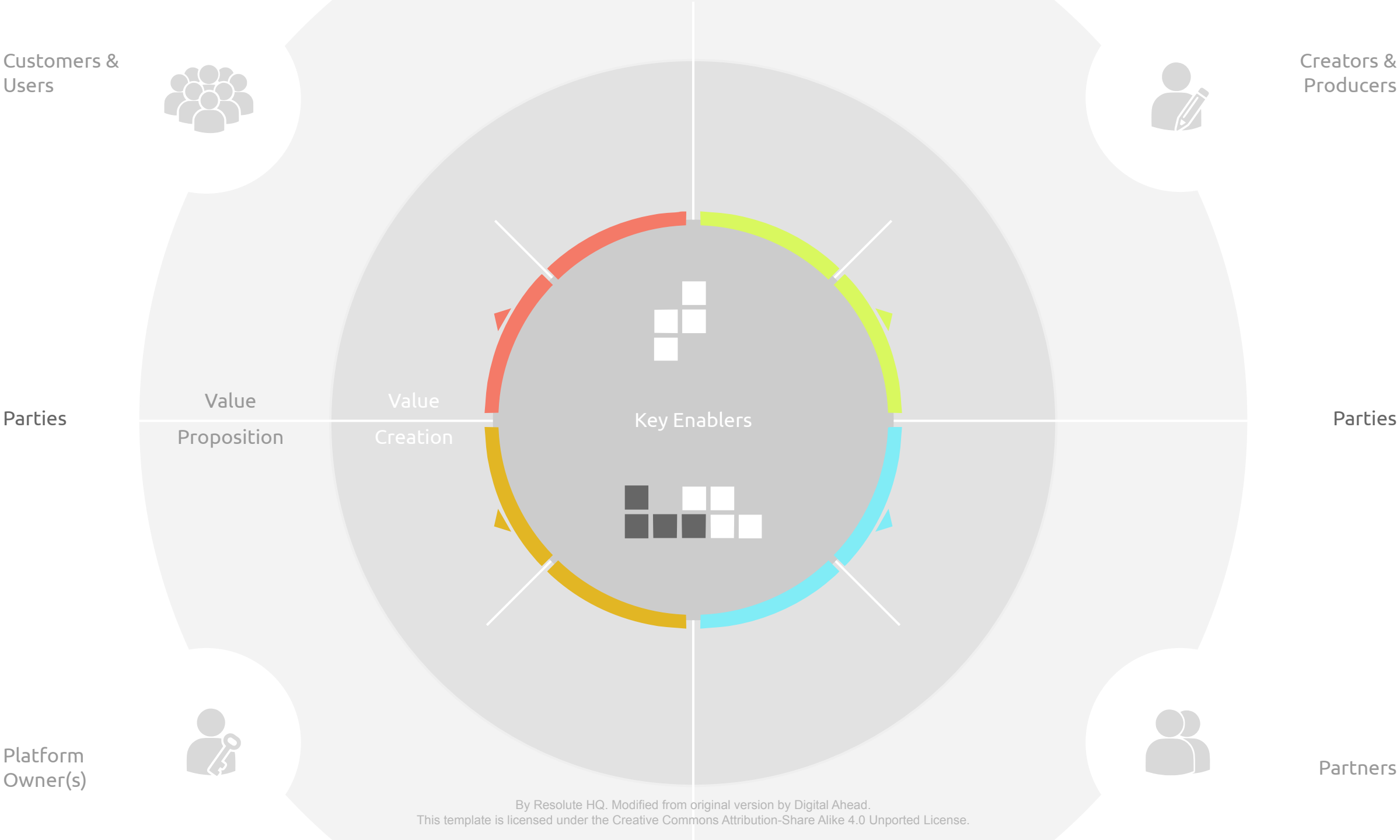
Data Sets, Creation and Assets
- Patient records
- Picture archives
- National archives
- Biobanks
- Genome banks
- Pharma databases
- Maps and addresses
- Service databases
- Sensor data (= wearables, monitoring)
- Contracts
- Health records
- Training data
- Health data
- Nutrition data
- EBM guidelines
- Location data
- Self care data

+

Key Assets/Processes for Data Acquisition
- Computers
- Systems
- Robots
- Wearables
- Sensors
- Archives
- Patient record systems
- Equipment (hospital, home)
- Assets (hospital, home)
- Cameras
- Vehicles
- EBM test results


Ympäröivä
ALUSTAEKOSYSTEEMI
Digitaalinen Alusta
Avualustuoviltarvimat
Yritykset / teknologiatuottajat / palvelutarjoajat
Kehityshtiöt / tutkijat / laitokset
Julkisen sektorin toimijat
TUOTANNONTEKIJÄT
Data-aineistot, -virrat ja -varannot
Reaalimaailman ja digivarantojen yhdistelmät
KESKEISET MUTOSAJURIT
Ajuri 1
Ajuri 2
Ajuri 3
Ajuri 4
Julkisen sektorin toimijat (kustannukset, laatu)
- Tietokannat ja rekisterit
- Päätöksenteon tuki
- Asioinnin prosessit
- Kansalaispalvelut
- Kansanterveystieto
- Rahoitusohjelmatuki
- Tehokkuuslaskenta
- Terveysturvallisuus
Saumattomat palvelu- ja hoitoketjut
Yksilöllisyys hoito-suunnitelmat
Ennakoiva terveyden-huolto
Hyvinvointi-trendit
- Laboratoriot
- Wearables
- Robotit
- Tutkimusympäristöt
- Laitteet (paikalla, koti)
- Kamerat (kuvat ja videot)
- Hoito- ja hoivaympäristöt
- EMA arviointiväkivat
Julkisen sektorin toimijat
- Liikennetieto
- Julkisen liikenteen tiedot
- Rakentaminen ja kehitys
- Ylläpito (verkot, väylät)
- Infrastruktuurien käyttö
- Palvelutaso ja kattavuus
- Turvallisuus ja tehokkuus
- Yhteys energia-alaan
Kaupungis-tuminen
Liikenteen sähköisty-minen
Omaisuus-varantojen optimointi
Kestävän kehityksen trendit
- Liikenteen ohjaus
- Sensorit, piirturit
- Sääsuunnat
- Tiet, väylät, poijut
- Liikenteen infrastruktuurit
- Kamerat (kuvat ja videot)
- Sidottamittarit ja -sijoitusit
- Puettavat päätelaitteet
Julkisen sektorin toimijat
- Energiavarannot
- Tehokkuuslaskenta
- Kuluttajien energiatase
- Ympäristövastuu
- Energian tuotanto ja kulutus
- Toimitusvarmuus
- Hankintojen optimointi
- Kriisiajan hallinta
Energian-säästö ja tehokkuus
Kestävän kehityksen trendit
Vaihto-ehtoiset en.muodot
Hajautetut energia-järjestelmät
- Kulutusmittarit
- Akut ja varavirrat
- Mittaussensorit
- Sähkön ja voimantuotannon osaaminen
- Komponentit, laitteet
- Kamerat (kuvat, videot)
- Huollon päätelaitteet
Julkisen sektorin toimijat
- Laadunseuranta
- Rahoittaminen turvaamiseen
- Ennakointi
- Mittarit ja vertailu
- Osaamistarpeiden määrittely
- Perustason
- Koulutustaso ja kattavuus
- Koulutustarjonnan tieto
Digi-yhteiskunnan tarpeet
Elinikäinen oppiminen
Opetus-reformit
Vapaa-valintaisuus
- Oppimisympäristöt
- Opettajat, kouluttajat
- Sertifiointit
- Arviointit
- Päätelaitteet
- Opetusmateriaalit
- Mittaukset, kyselyt
- Päätöksenteko
- Pedagogiikan osaaminen
- Oppimis- ja jäljitysalustat
Julkisen sektorin toimijat
- Regulaatiokehitys
- Inventtinen säätely
- Luottamuksen ylläpito
- Standardit ja protokollat
- Avoimuuden lisääminen
- Markkinasääntely
- Globaalit verkostomallit
- Asiakas/data turvallisuus
Uudet pankki-muodot
Säädösten globalisaatio
'Online' luottamus
Vapaus ja läpinäkyvyys
- Algoritmit, mallit
- Maksutapahtumat
- Kuvapelidupromessit
- Luottotietovarianta
- Pankkijärjestelmät
- Sijoituttavaisiotot
- Palkkaspelinduprinsiipit
- Tilisiirrot
- Informaation lukeminen
- Rahoituslaitoksiat

Platform Opportunities



Customers & Users

Creators & Producers

Parties

Define key parties in each corner. Name and describe as detailed as possible. Typical parties are owner, customers/users, creators and partners.

Parties

Value Proposition

Parties

Platform Owner(s)

Partners

Customers & Users

Creators & Producers

Value Proposition

Define and describe value propositions for each party. Does the platform produce real measurable value for each?

Value Proposition

Parties

Parties

Platform Owner(s)

Partners

Customers & Users

Creators & Producers

Value Creation

Describe what each party is expected to contribute and what will they gain. What does these parties want to give and get?

Parties

Value Proposition

Parties

Platform Owner(s)

Partners

Customers & Users

Creators & Producers

Key Enablers

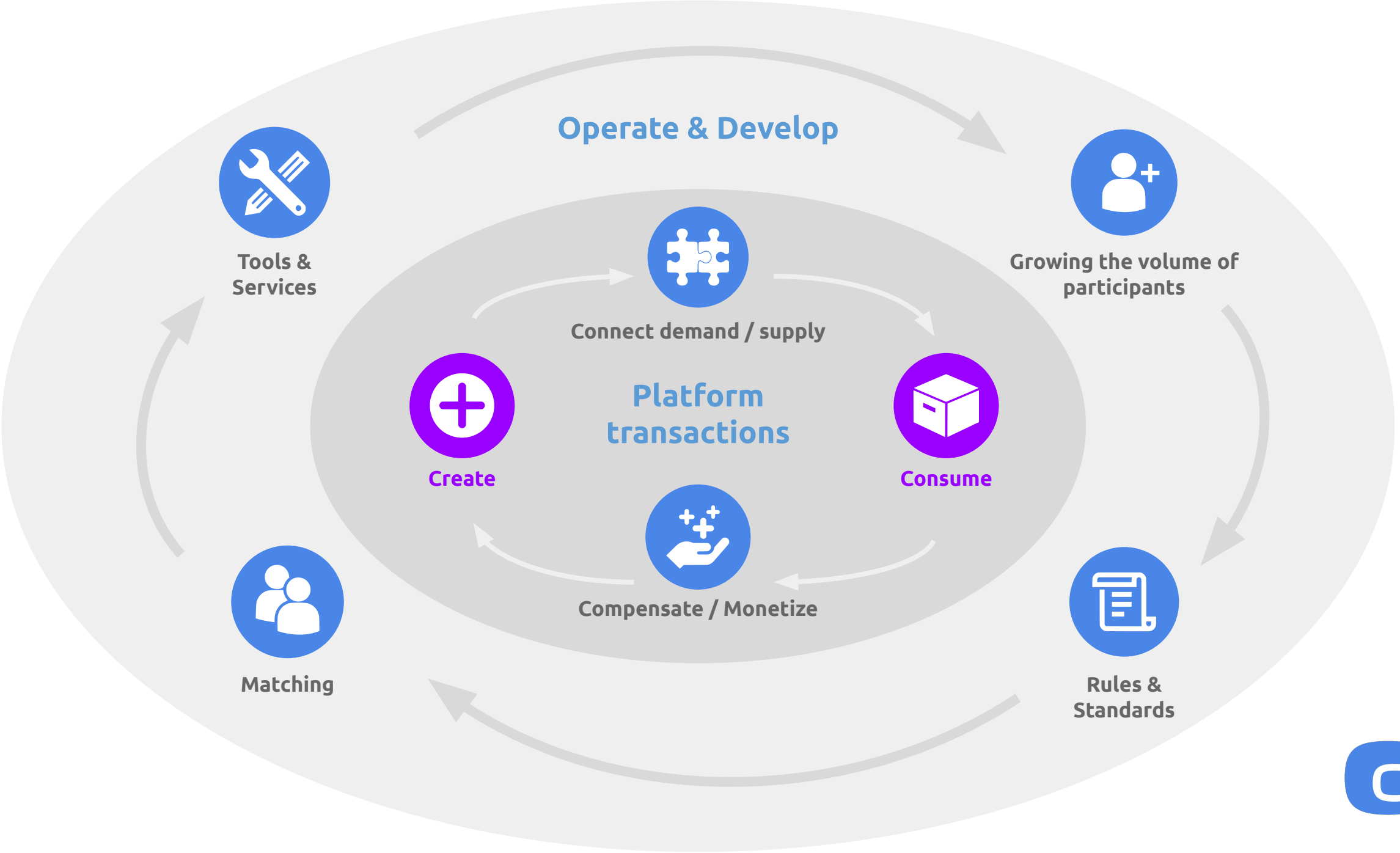
Think and describe nessesary technologies, technical enablers, data sets, data collection processes, tools, services, rules & standards, etc. that are required for digital platform to function in such way that it will produce the described values and fulfill the expected value propositions of each party.

Parties

Parties

Platform Owner(s)

Partners


Operate & Develop
Tools & Services
Growing the volume of participants
Connect demand / supply
Platform transactions
Create
Consume
Compensate / Monetize
Matching
Rules & Standards

Operate & Develop

Growing the volume of participants

- Attract parties to join the platform, to grow the volume of each party in the network in balanced manner, considering supply and demand.
- So that exchange of value can start to emerge.

Operate & Develop

Matching

- Match each parties with those parties whos supply is meaningful for the matching other party.
- Or else, all parties are looking for the “needle in a haystack”.

Operate & Develop

Rules & Standards

- Platform needs to create the rules that define what is allowed and what is not. For example; what type of behavior is encouraged and what is not. This include two main component;
  - Entry and usage moderation; Who can join, who can't and why?
  - Usage moderation; moderation of the quality of activities and support, based on feedback by each parties
- If these are not managed properly, quality will diminish as the volume of each party grows.

Operate & Develop

Tools & Services

- Platform offers key tools and services like; technology that supports each step in the key transactions. Tools are self service and “plug & play” type of solutions.
- Services on the other hand are things that platform centralizes and manages itself. As an example these are be insurances to parties, marketplace and user support.

Platform Transactions

Create Supply

- Parties in the platform need to produce something of value like; content, services, products, solutions etc.
- This is the supply that platform offers.

Platform Transactions

Connect

- Platform need to help connect the demand with relevant supply

Platform Transactions

Consume

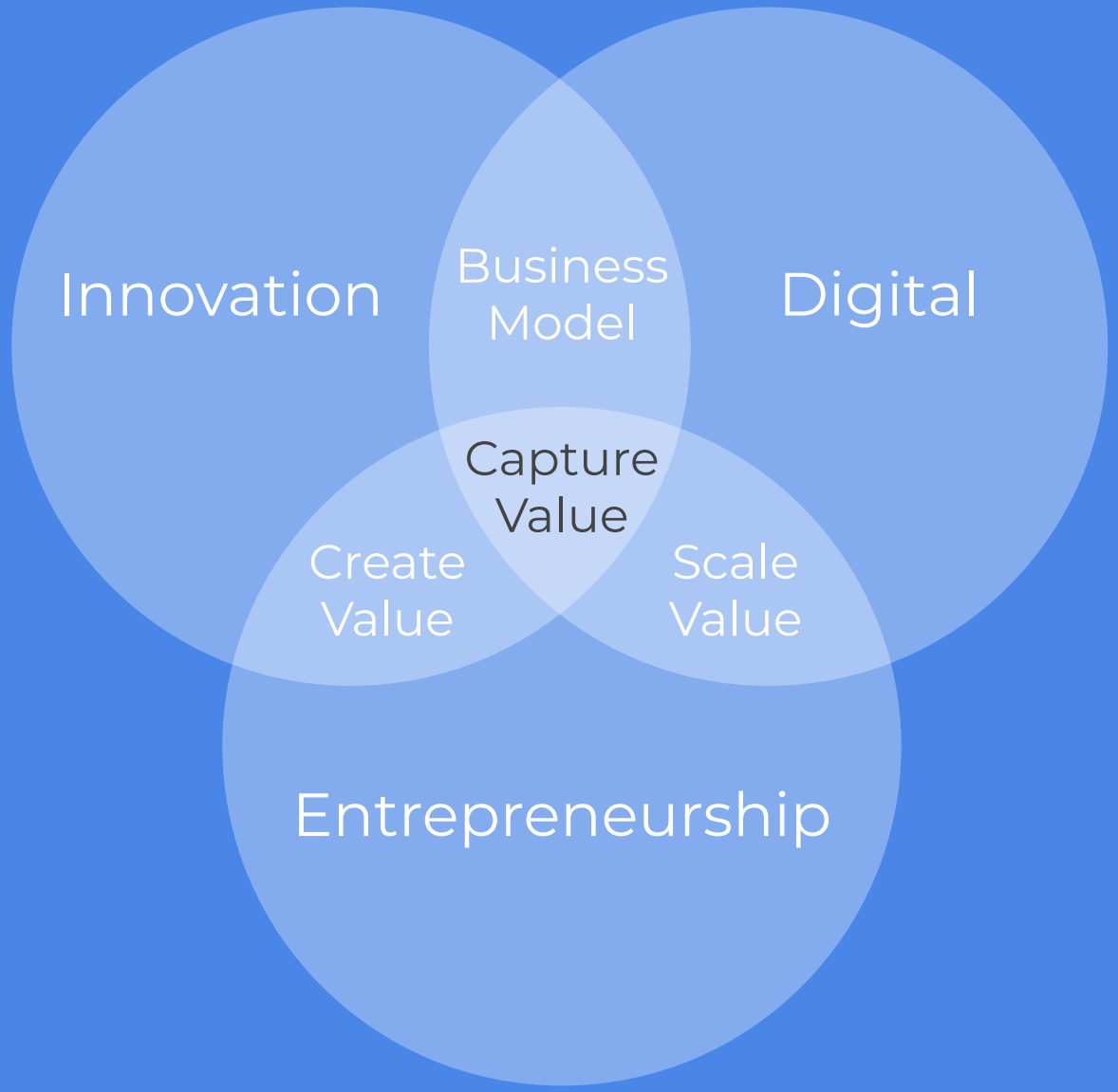
- Parties in the platform consume and experience the value of the supply.
- This can be reading content, purchase of a product or downloading an app.

Platform Transactions

Compensate

- Party that is consuming supply also produce value in return when they consume the supply.
- This is not necessarily money, but can also be “liking”, recommendation, attention etc.

Traditional vs. Digital DNA


Innovation
Business Model
Digital
Capture Value
Create Value
Scale Value
Entrepreneurship

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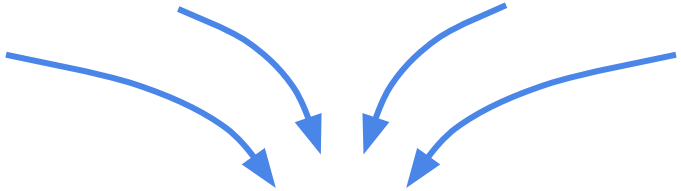
Common Users Perception

- *How most people see, think & experience internet services and applications.*



Website
User Interface (UI)

- *And as such it is the "digital economy"as they see it.*

Internet

The Real Digital Economy

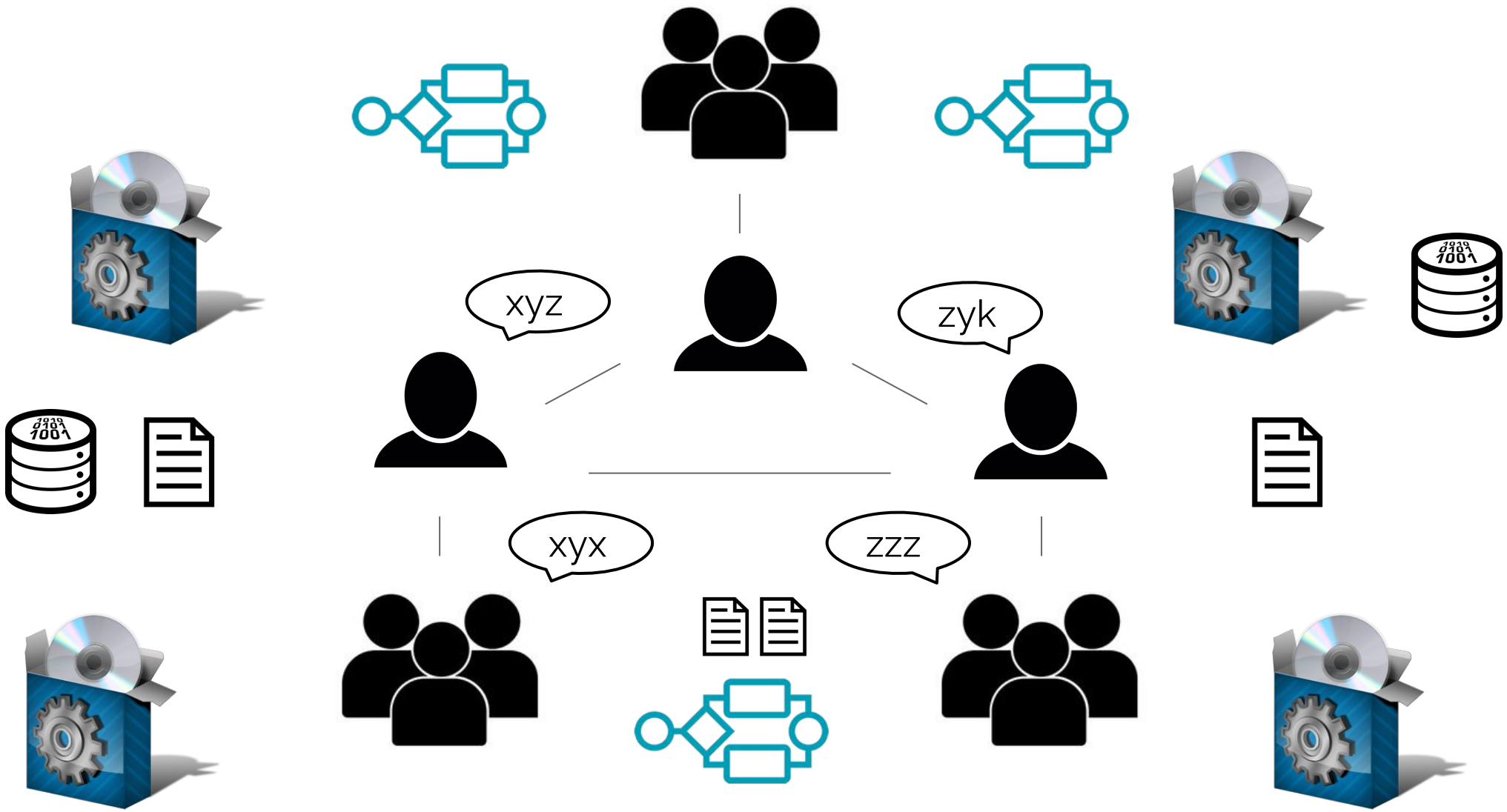
"Is what happens behind the UI's"

API economy, Data economy, Digital ecosystems...

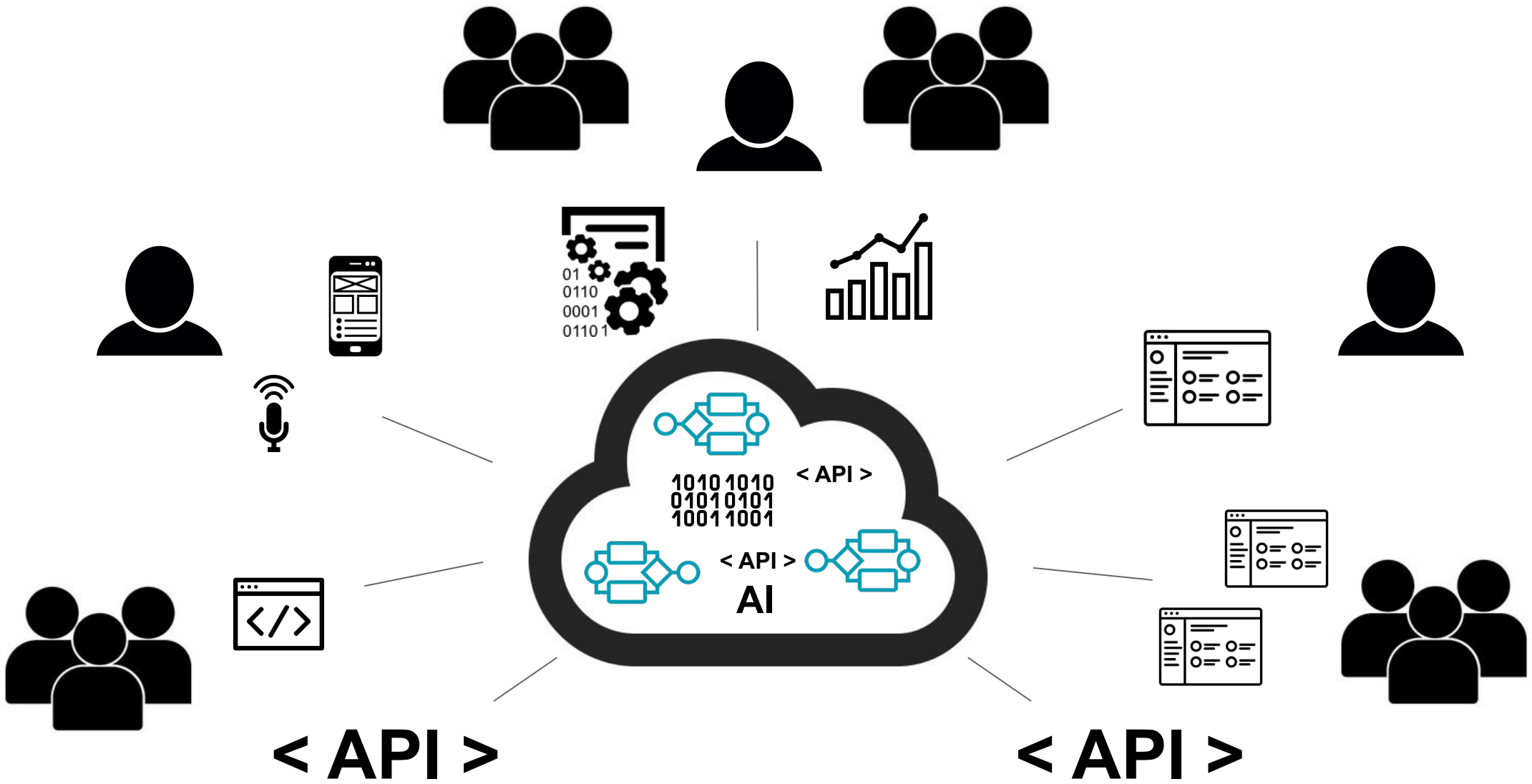
Back-End Software

Data

- Developer users
- Other businesses as users
- **Other applications as users**



Traditional Organizations



Digital DNA

Facebook, Google, Amazon..

Jeff Bezos, Amazon CEO - 2002

- All teams will henceforth expose their data and functionality through service interfaces.
- Teams must communicate with each other through these interfaces.
- There will be no other form of inter-process communication allowed: no direct linking, no direct reads of another team's data store, no shared-memory model, no back-doors whatsoever. The only communication allowed is via service interface calls over the network.
- It doesn't matter what technology you use.
- All service interfaces, without exception, must be designed from the ground up to be externalize-able. That is to say, the team must plan and design to be able to expose the interface to developers in the outside world. No exceptions.
- Anyone who doesn't do this will be fired. Thank you; have a nice day!

Outcome

“These platforms became a network of business units that were integrated through the flow of data and information. From a software architecture standpoint, loosely coupled systems, data and software became re-useable across apps and departments.“

But how to go about it?

“Digital transformations are actually transformations of mindset, business model, culture, and operations. These are people problems, in the main, not technology issues. ” - The Daily News

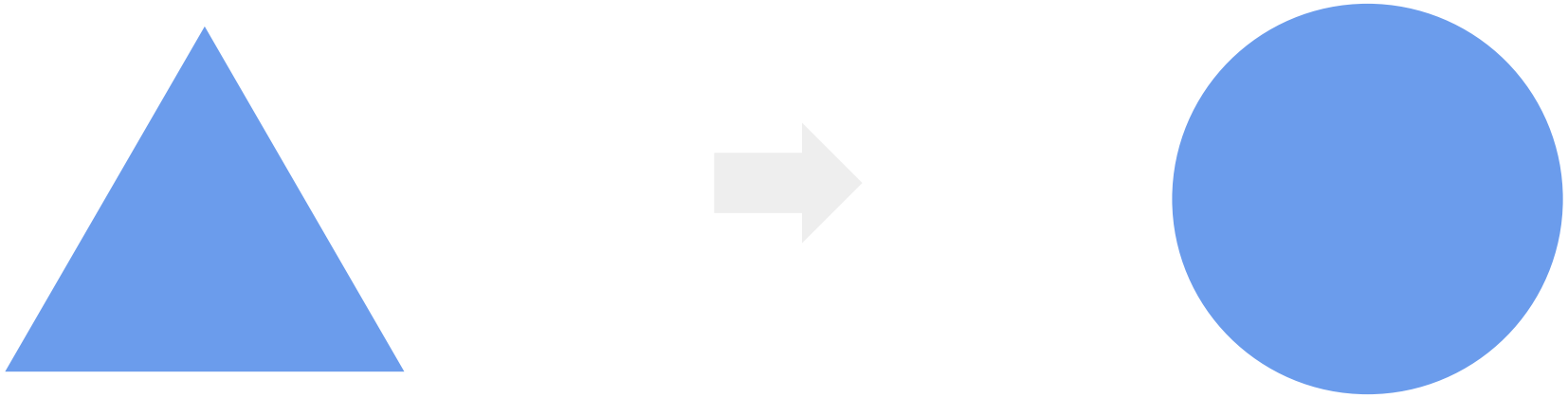
“Research from the likes of Cap Gemini has failure rates at 70% and Forrester attribute over 40% of this to internal business units fighting over ownership as the transformation proposition evolves.” - The Drum

“Research shows that 70 percent of complex, large-scale change programs don’t reach their stated goals.” - McKinsey

*“Playing **red** or **black** in a roulette table, would in fact give better odds for your investment...”*

From Transformation to Transition

Transformation

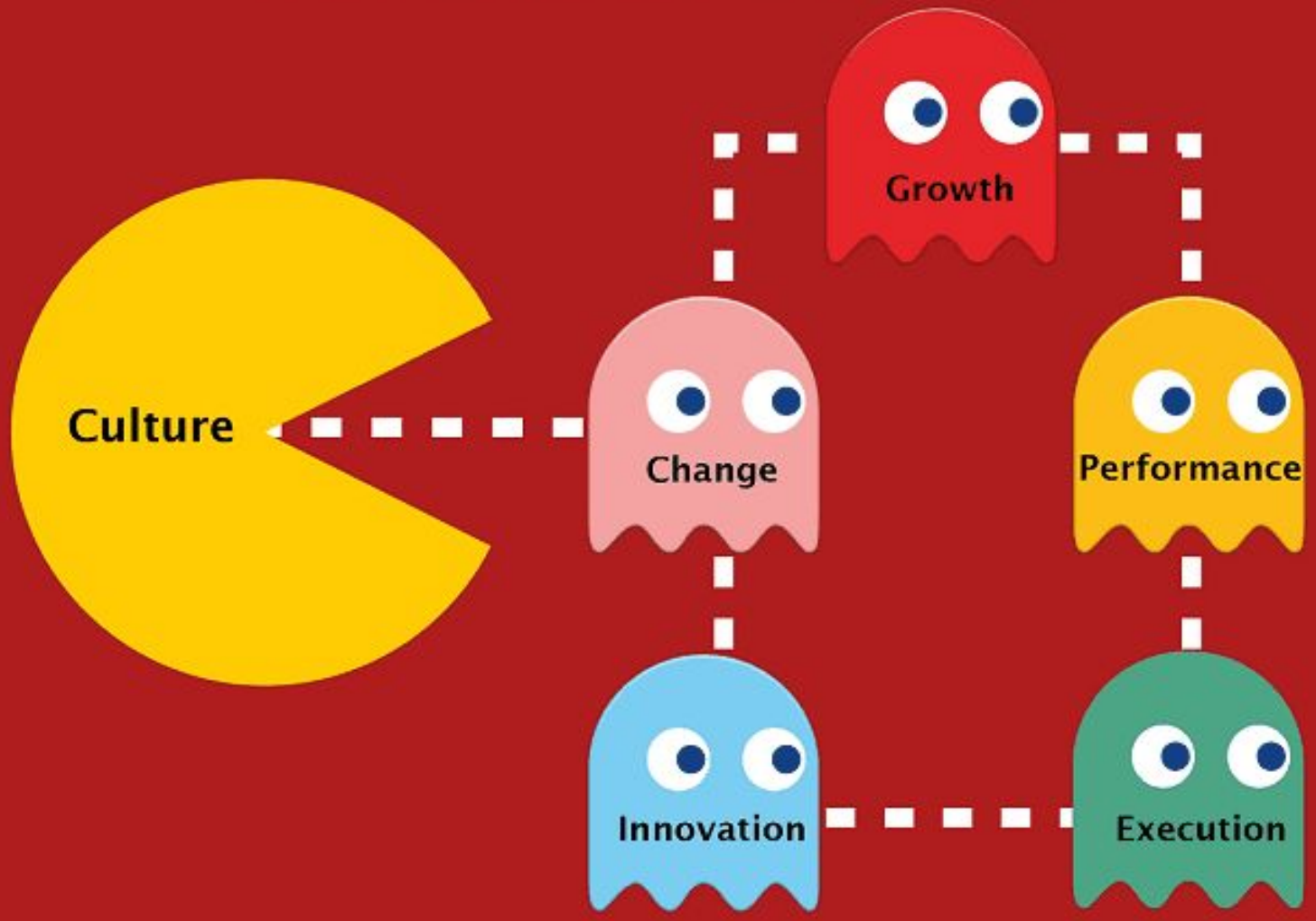



Transformation is painful!
Universal

As an organization, it’s almost impossible…

Via Cool Material. Photo by Jordi Surroca

Organizational culture eats strategy for breakfast, lunch and dinner



Torben Rick www.torbenrick.eu

Transformation

- Too slow
- Require cultural change on multiple dimensions (digital, innovation, lean execution, etc.)
- Fighting & restructuring human dependent existing processes
- Training existing people
- Adds additional risks also to existing “cash cow” business

Trying to Change People is Hard.

Trying to Change all People in an Organization is..!

In context, designing new organizations with new people & skills becomes way easier!

Other Typical Approaches

Typical Startup Paths

- Organic growth too slow/limited and VC track too limited and fixed
- Lack of customer access, fighting for resources and constant risk of foundational problems (high rate of terminate failures)
- Require to build basic organization and innovations at the same time
- Limited supply of talented entrepreneurial people willing to take ultimate risk

Corporate Venturing & Acquisition Paths

- DD challenges
- Many fundamental problems, making it rare option to continue with existing entity model & team for future growth
- Unclear relationships with mother entity & business
- Trying to absorb to existing organization face resistance
- Risks often losing the big portion of the value expected to gain

The 3rd Way

Combining Speed of Innovation Cycle with Organization Stability

The 3rd Way - Transition

1. Separating top level strategy and resource management to own structure with required skills and decision making capabilities/abilities

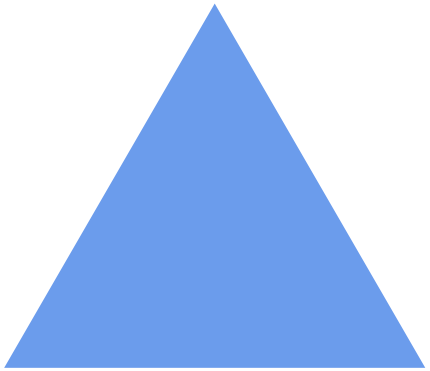
2. Keeping existing repeatable businesses as they are and maximizing output

3. Creating and growing new digitally native, born global, lean innovation for growth organizations, to execute; searching and scaling of new repeatable and globally competitive digital economy business models

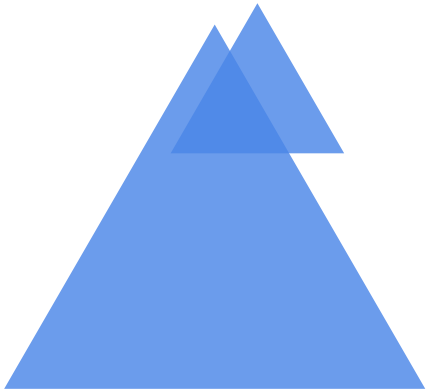
4. Build entrepreneurial teams with talent pool that seek to build future but are unable or unwilling to commit to full entrepreneurship risk & pain.

Learn more...

Transition



Transition



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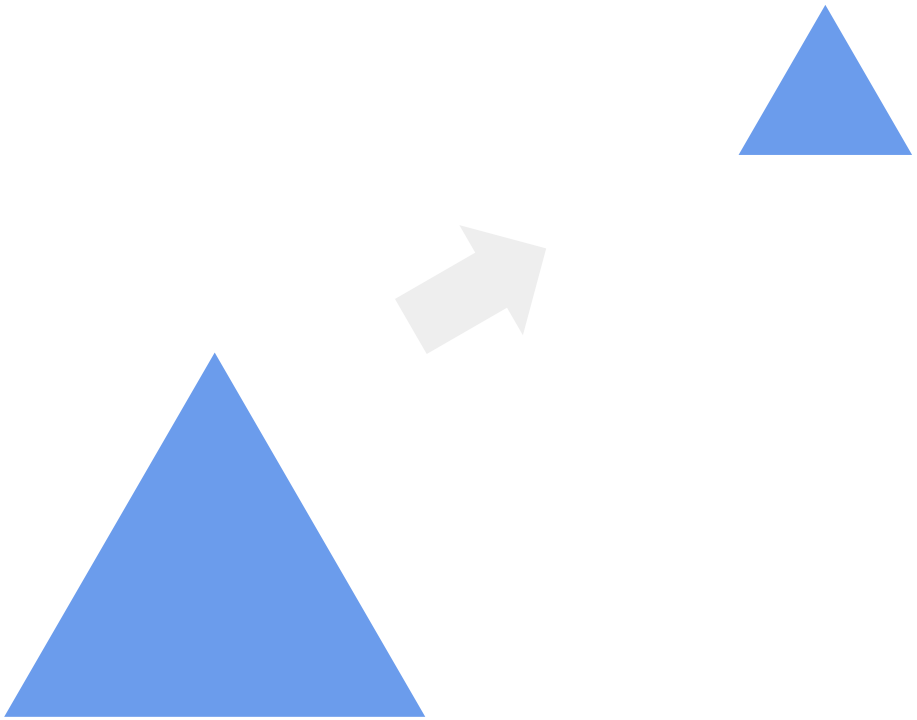

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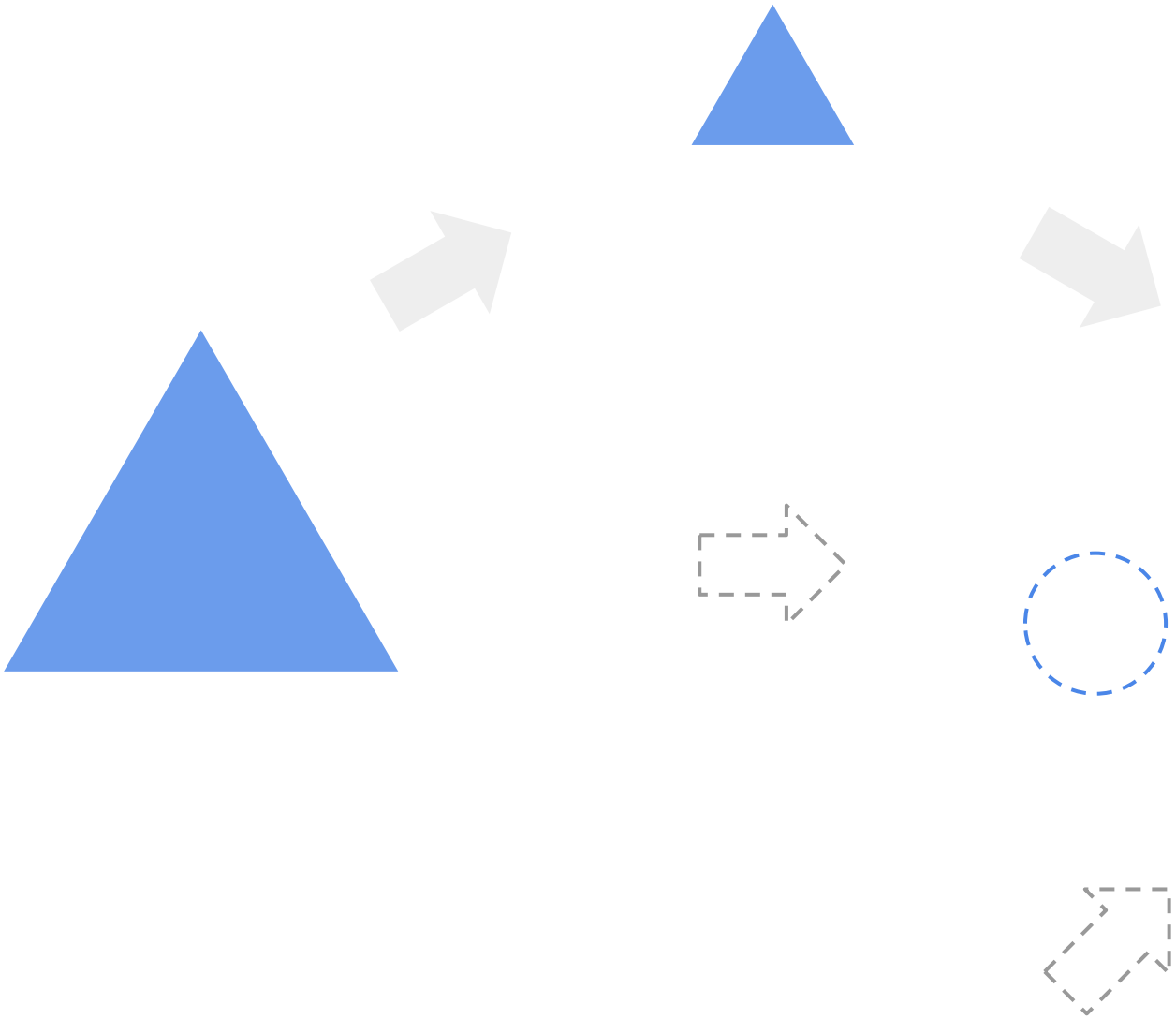

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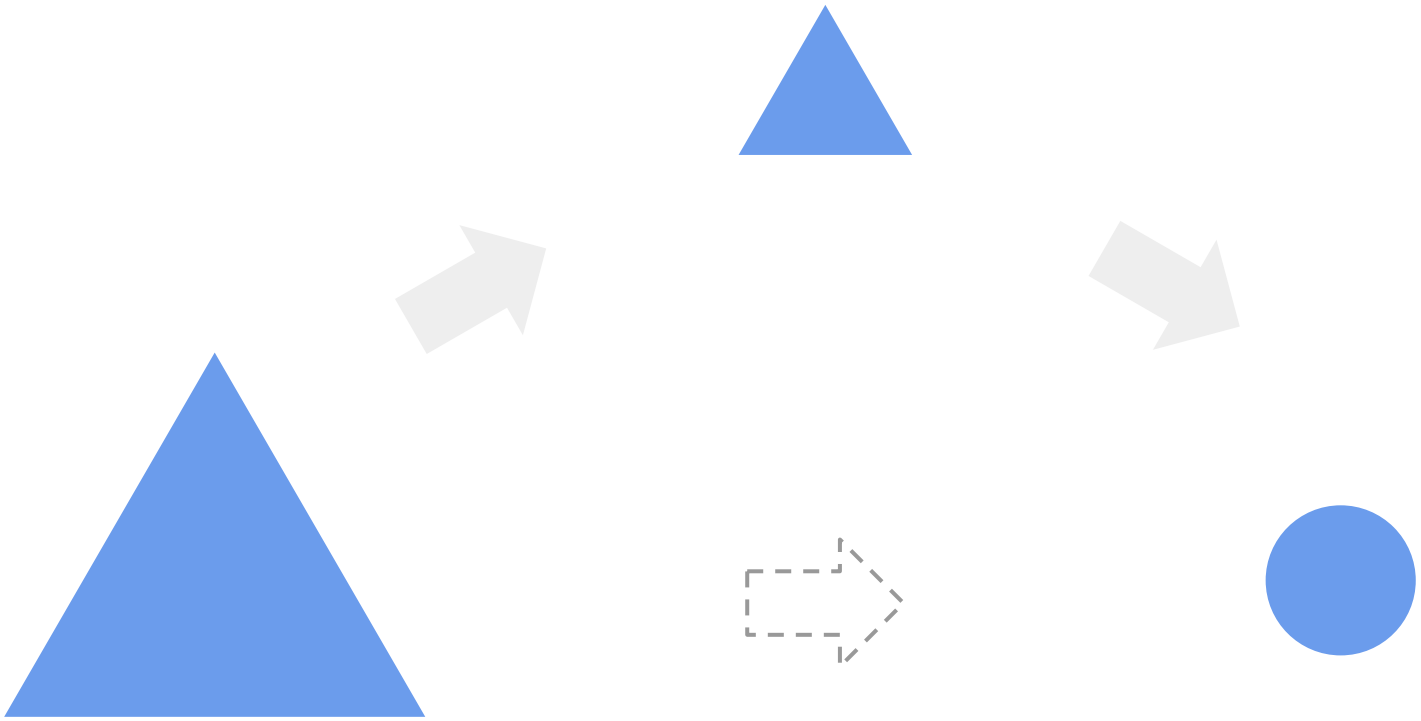

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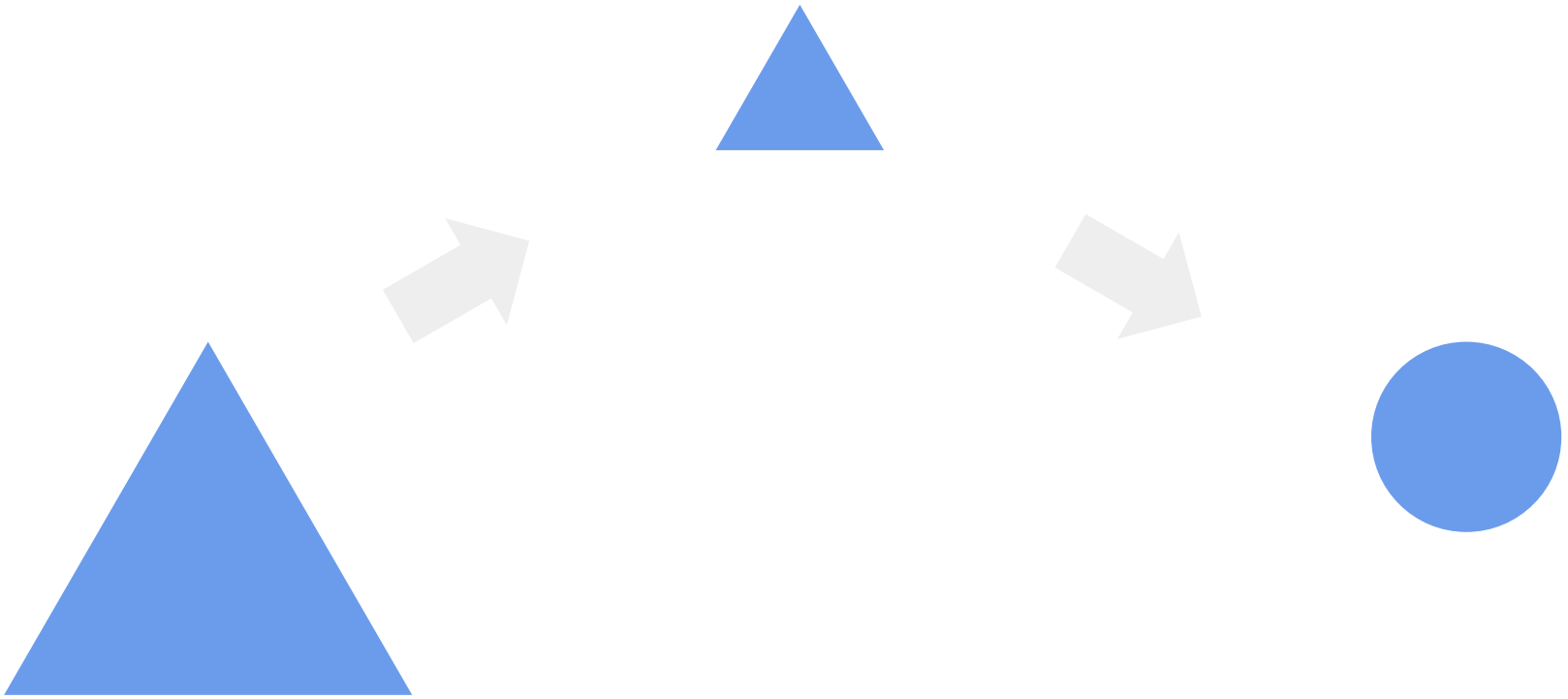

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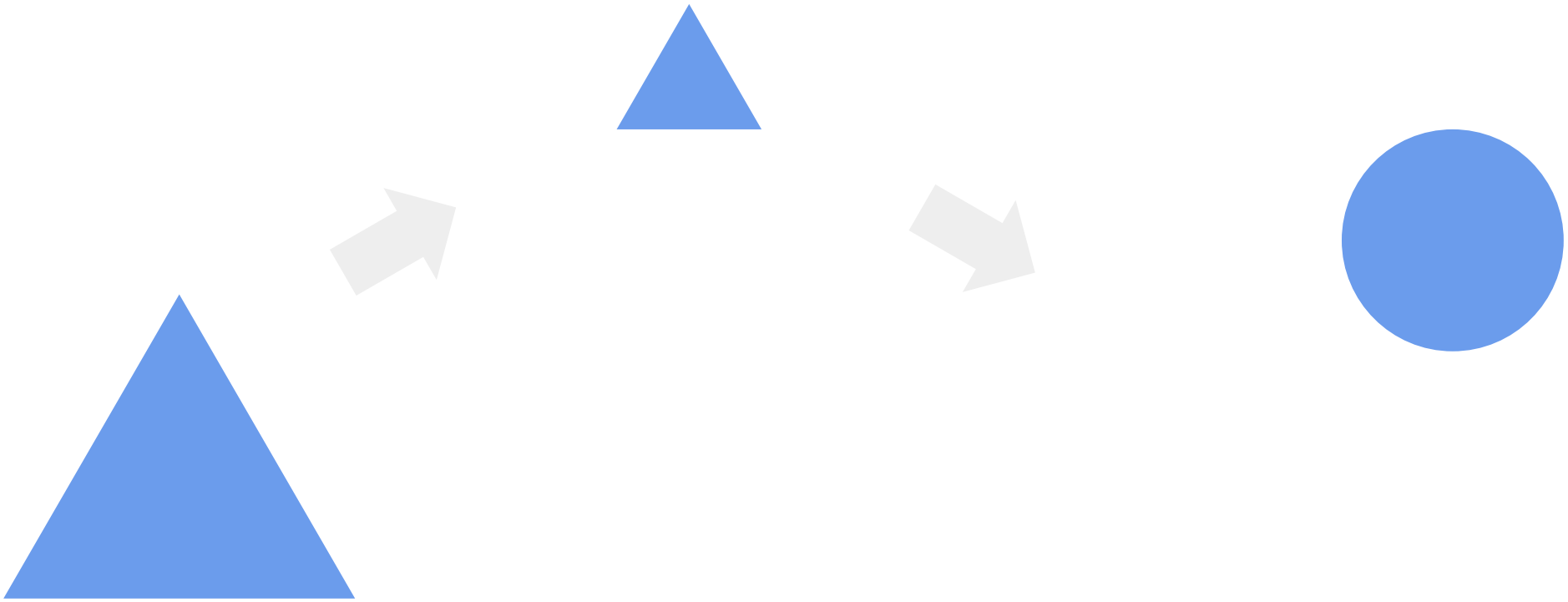


Existing Entity & Business

Spin-off Entity & Business

"Geo Fence"
(markets)

References

What to avoid moving?

Resources

Product, processes, materials, messages etc.

Silent Knowledge

Domain Expertise

"Tools"

IPR's & Data

What to include/provide?

Board, KPI's, Structures, Incentives?

Additional IP's

Freedom

Agility

New Comp. Funding opportunities

Talent & experience Attractiveness

How to manage "Hunger" for innovativeness?

Digital DNA

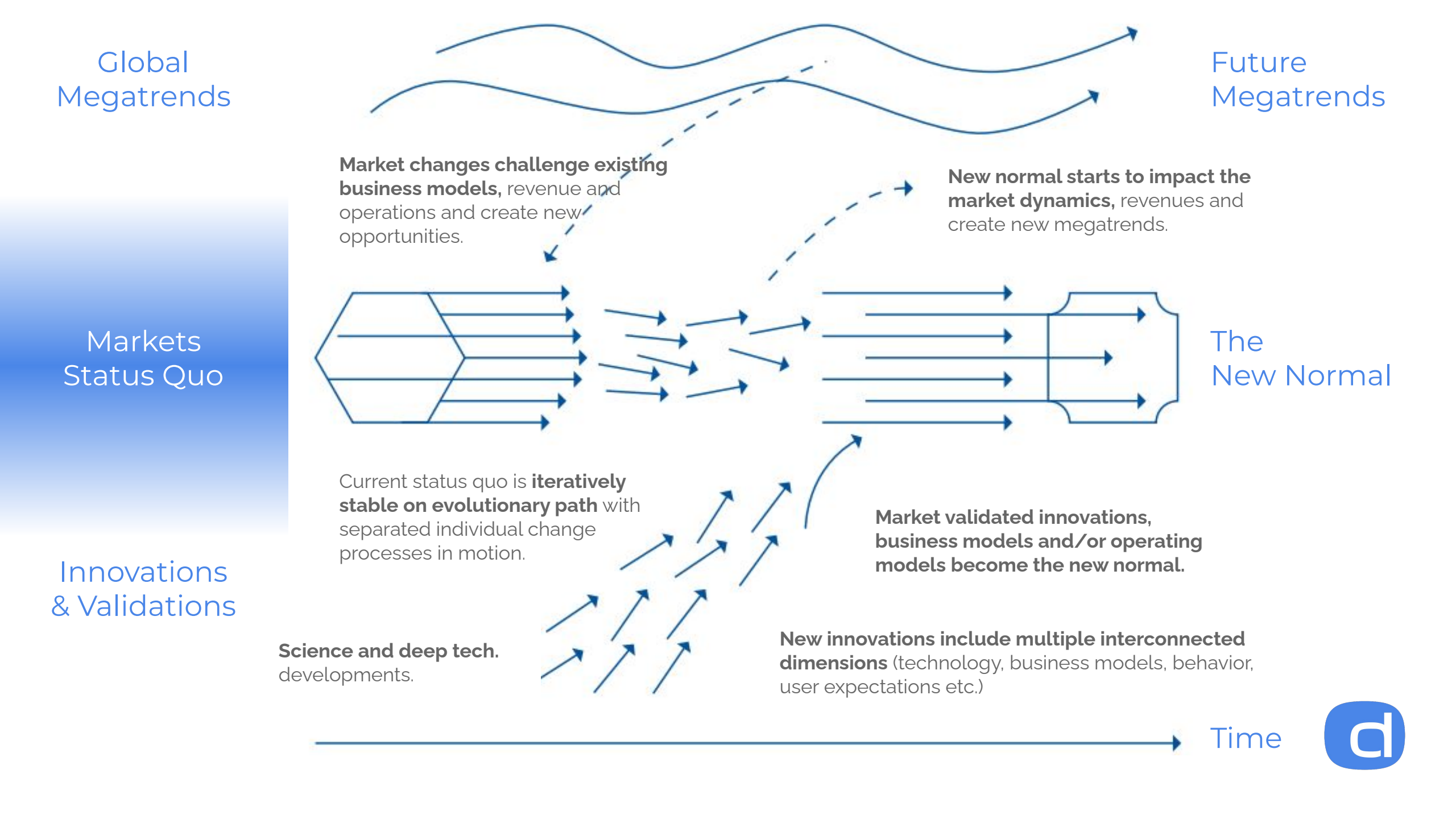
Global mindset

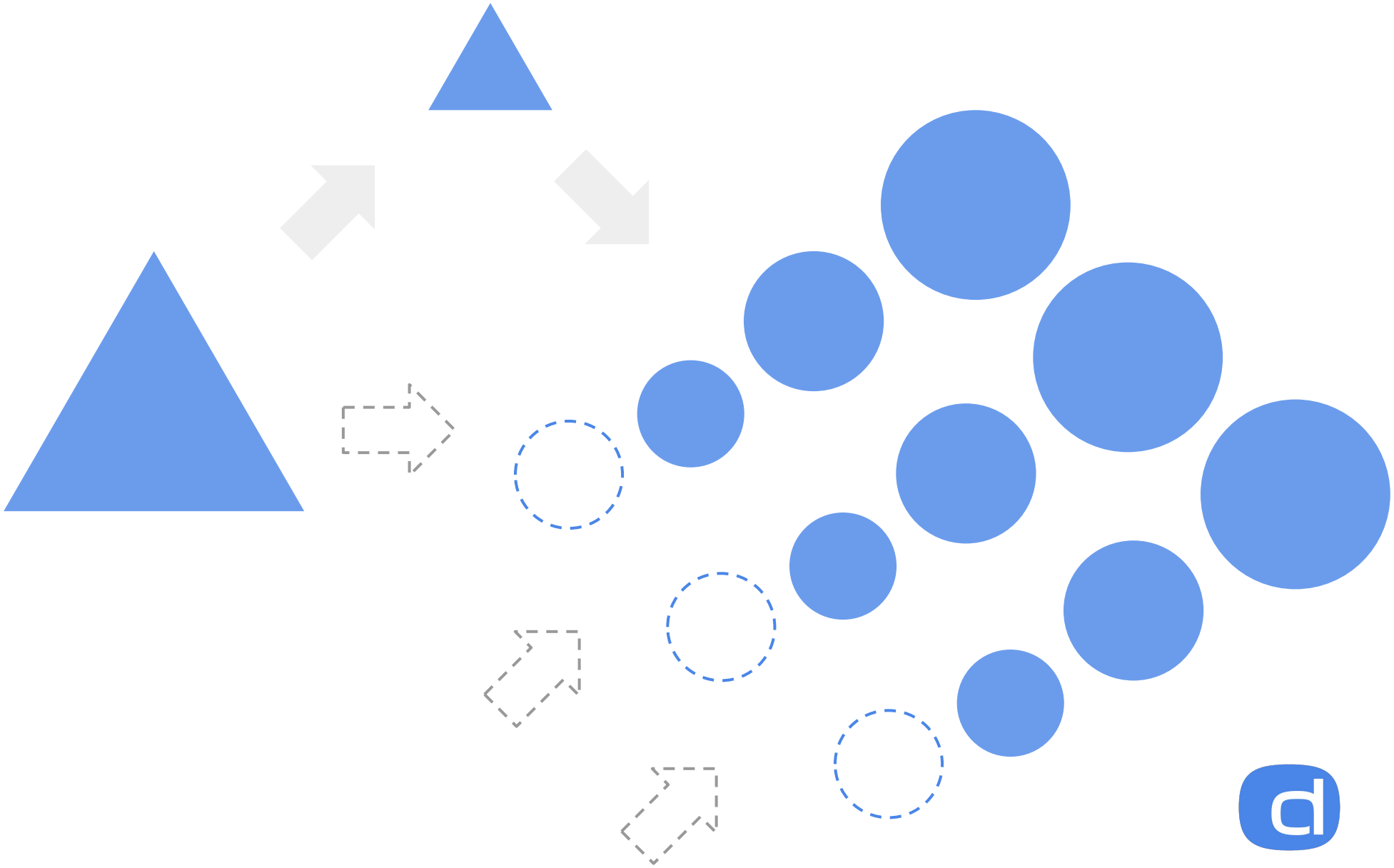
"Firewall"
To manage risk/opportunity balance

Maximize Existing Business Output & Minimize Transition Risks

How is the ongoing relationship?

Innovate And Maximize New Global & Digital Opportunities


Global Megatrends
Future Megatrends
Market changes challenge existing business models, revenue and operations and create new opportunities.
New normal starts to impact the market dynamics, revenues and create new megatrends.
Markets Status Quo
The New Normal
Current status quo is iteratively stable on evolutionary path with separated individual change processes in motion.
Market validated innovations, business models and/or operating models become the new normal.
Innovations & Validations
Science and deep tech. developments.
New innovations include multiple interconnected dimensions (technology, business models, behavior, user expectations etc.)
Time



Even the biggest digital disruptors are adopting the approach to gain more freedom to innovate.

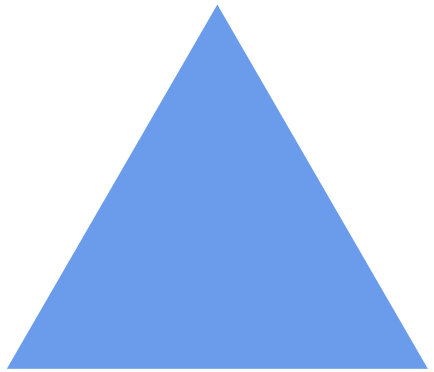
Alphabet

is for Google

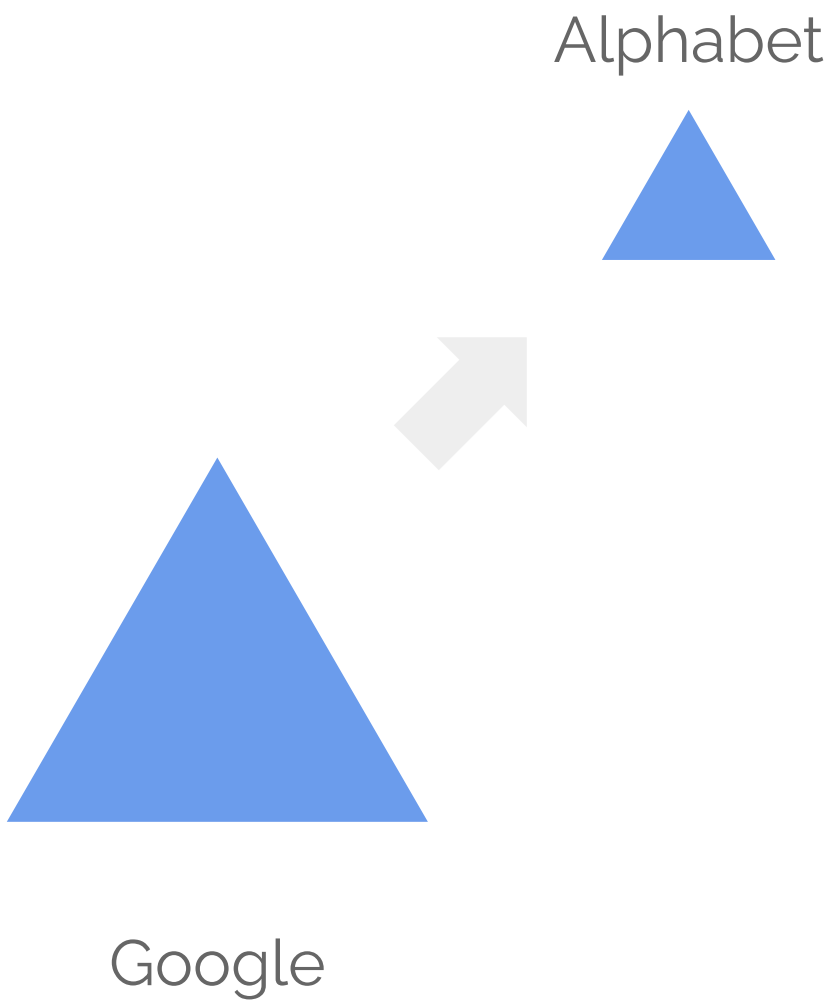
As Sergey and I wrote in the original founders letter 11 years ago, “Google is not a conventional company. We do not intend to become one.” more

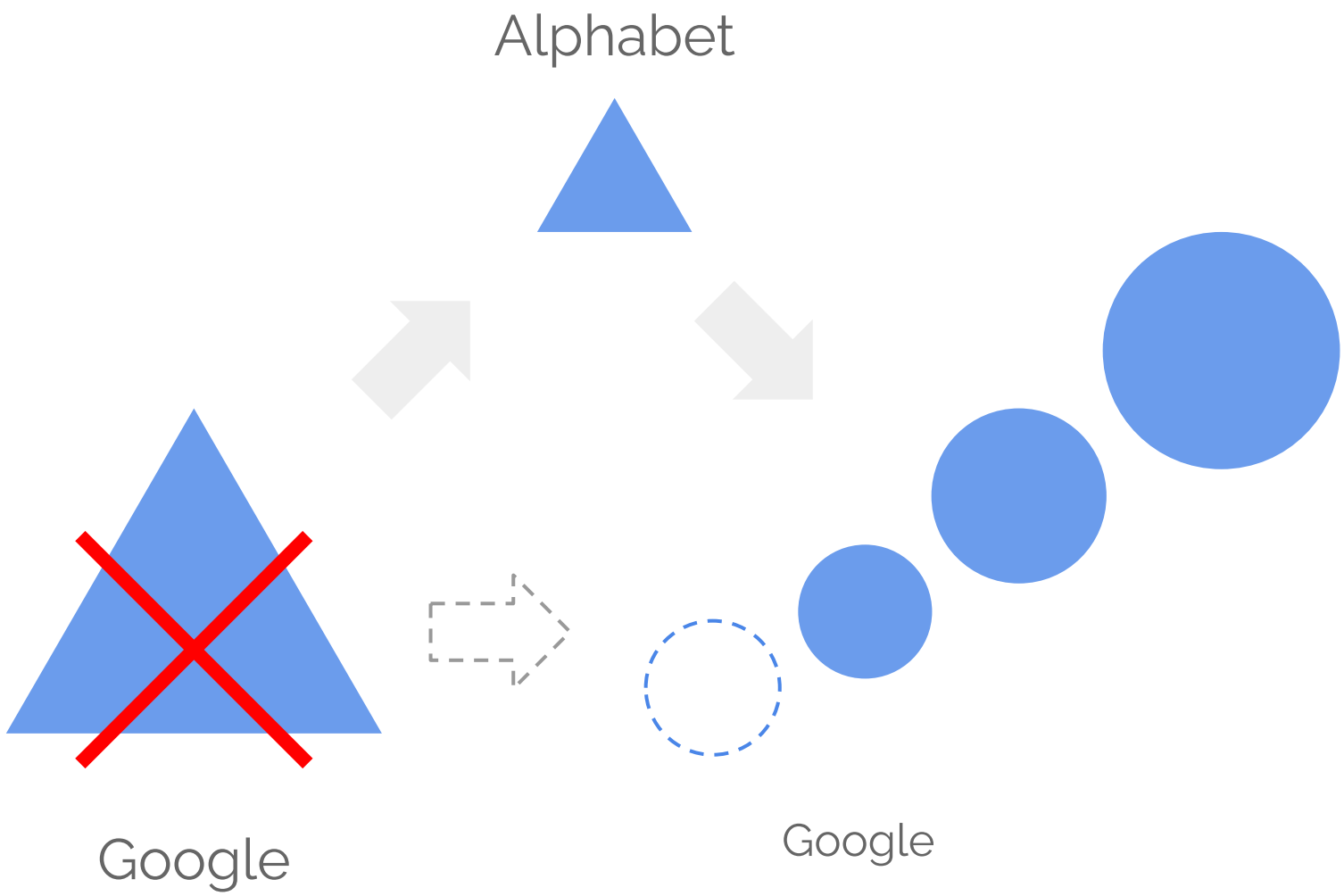
Larry Page

Larry Page



Google


Alphabet
Google


Alphabet
Google
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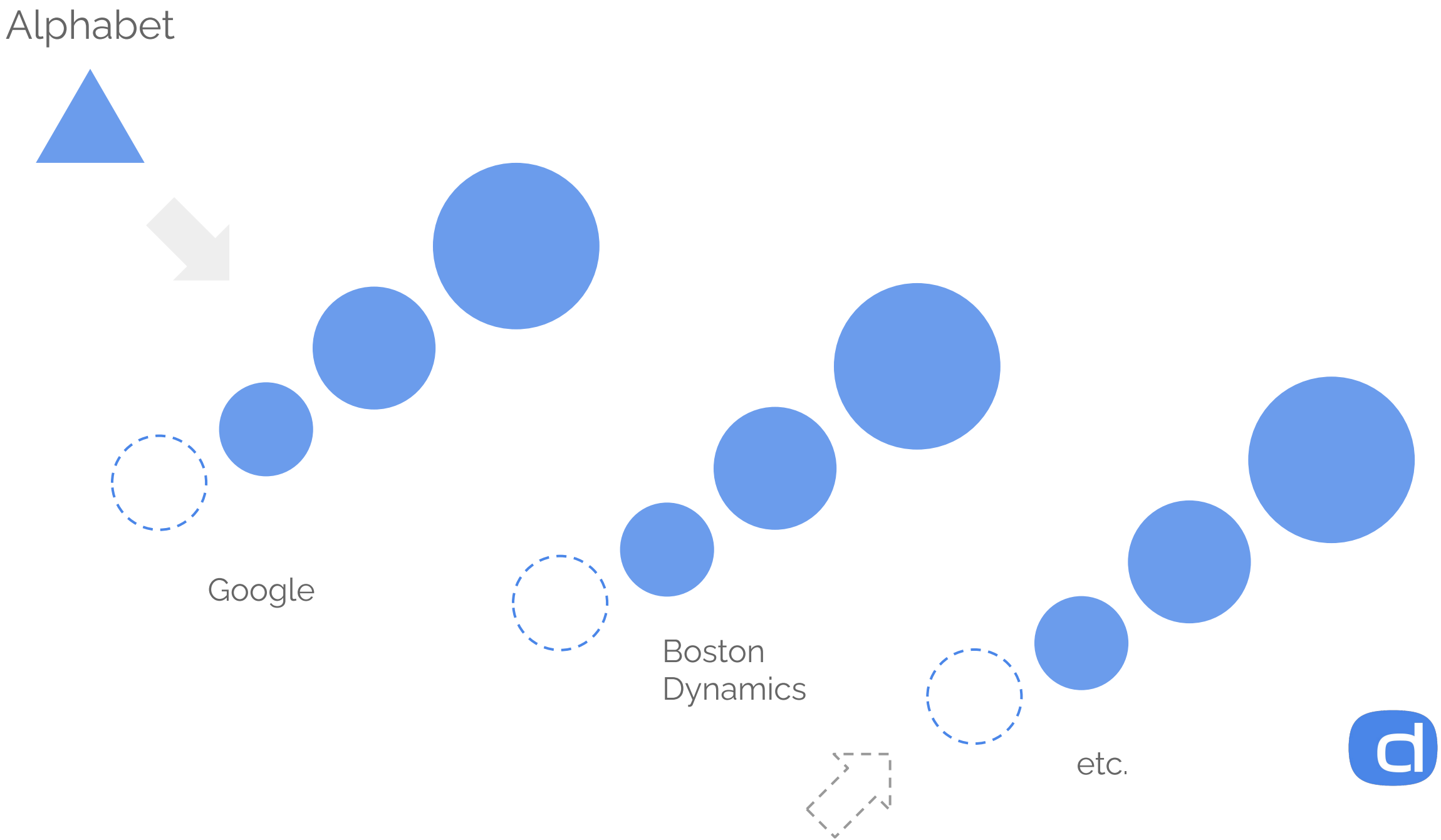
Alphabet
Google
Boston
Dynamics
etc.

“Spin-offs from known companies, in contrast, mean less risk, as investors have a clear view of the reputation, infrastructure, and credentials of the parent company. — you’re likely to get VC funding more easily and on more favorable terms.” - VentureBeat

“Spin-offs are known to often outperform other types of companies and they’re 108 times more likely to IPO than other companies. Yet in spite of this, they’re uncommon among startups” - VentureBeat

Digiole Services

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Why? (Why do we exist? Our believes or rationale).

Vision (Descriptive long term ambition)

Mission (What value we provide to whom?)

Strategy (How do we operate?)

Roadmap

#1

#2

#3

#4

#5

Values

Defining our organization Culture

-
-
-

-
-
-

-
-
-

Transition to digital business

- **Sitting on your side of the table**
- Trusted advisors and mentors to help
  - Navigate digital landscape
  - Select the best fitting digital architectures, technologies, vendors and other related solutions
- At all key phases of your transition
  - Assess & Design
  - Build & Launch
  - Operate & Iterate

Our Services for Key Development Phases

1.
Design

Digital Business Design

- Business potential assessment
- Digital DNA & business model design
- UI prototypes & Data models
- Solution architecture design
- RFP for vendor selections

2.
Build

Digital Service Development

- Vendor assessment & selection advisory
- UX/UI & Data Model Design support continuum
- Product Owner as a service
- Digital Business Training & Mentoring for owners & leaders
- Product Management Setup
- Development and release phasing

3.
Operate

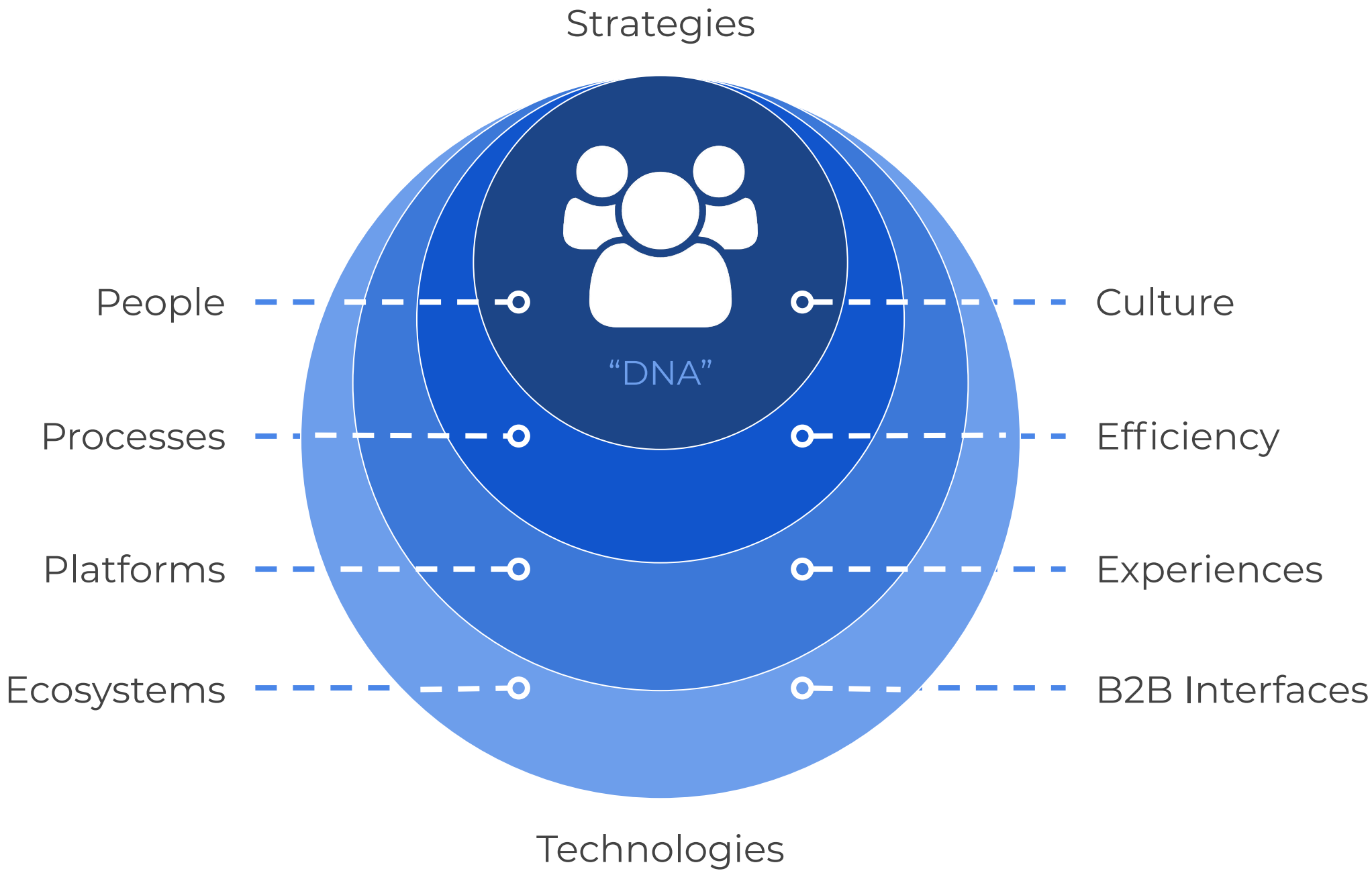
Digital Business Operations

- Digital team structure and development
- Data strategies & policies
- Iterative business evaluation & development
- Feature prioritization
- Product Management SaaS

Our Services for Key Development Phases

1. Design	2. Build	3. Operate
Assessment ≈5k 1-2 weeks	**Our Advisory** ≈5k/month 6-24 months	**As needed** ≈5k/month and/or PM Software 200/month
Design Project ≈30k 2-6 months	**To Build** ≈100k-500k Selected vendors	**Selected Vendors** ≈2k-10k/month External services

Typical budgets in Euros


Strategies
People
Processes
Platforms
Ecosystems
"DNA"
Culture
Efficiency
Experiences
B2B Interfaces
Technologies

Transit to Compete!

Want to learn more about tech side?

Tools of EcosystemOS

TechStack For Ecosystem Orchestration

Access the webinar recording!

Thank You!

Summary

There is no denying that **Startup companies, when successful are the ultimate disruptors** and **creators of new normal.** Introducing and validating new innovations to global markets in volumes and at accelerating speed. Many of these innovations spread beyond their originating companies.

Startups also have enormously high failure rates. Depending on the statistics and markets, perhaps **1% or less of all startups actually become the new normal**. While success rate at another level among startups having survived their first year in business, is naturally higher than that (perhaps 30%). In forms of; establishing a good business, are organically growing, scaling up or becoming acquired.

After initiating, Startups need to build both; **the idea to business** and **talent to organization** in **parallel and balanced manner.** By design and due harsh realities, Startups are also **forced to optimize** their team size, talent, resource allocation etc. **along each phase of their development**.

At the same time, with **established organizations** that are or have been on **profit making mode executing effectively on market validated business model** for years if not decades, having been doing **iterative or incremental innovation at best**, - are facing **enormous challenges** in the ever accelerating and complex global world, where **even the change itself is changing** and **digital economy is forcing all companies to face digital transformation** to validate their business model in digital markets. Faced by **disruption coming from startup companies and big digitally native organizations** expanding geographically and into new business verticals.

Statistics tell, that even with those **who decide go for digital transformation path**, only **about 30% of digital transformation succeed**. Organizations that are incapable to transform or fail to innovate their way our, will decline and/or die.

Summary

While startups, **created by design to explore new innovations and establish optimal organizations** for execution and being close to optimal vehicle to invest into specific innovation opportunities with diversified portfolio approach, to tackle failure rates. History and statistics also indicate that **it is rare for established stable companies of different size, to commit restructuring or becoming capable to seriously explore new innovations.** In most cases, **often only initiated due somewhat forcing factors;** like quickly declining business, significant change in decision making power (especially in family owned businesses) or being faced with impact of disruption already.

At the same time **when reading into research and statistics about success factors of growing companies**, spin off businesses and companies that have been changed or restructured from existing company, are actually **showing higher likelihood of success that newly initiated startups.**

Observations of these statistics have given us inspiration to explore alternative strategies and models for the new normal in innovation itself.

We explore ways to establish new digitally native, born global, innovative companies by design and look into combining all best ingredients and practises from most relevant methods and organization models, - combining those like legos to see how a new company and organization model that would look like. To create **an alternative an optimal model to established organizations for growth** or simply survival in global digital economy.

Instead of transformation, we call this transition approach. An approach, where new organization is created alongside with existing one, with a strategy to transit the business from old to new. Without trying to transform existing operational organization.

Questions or Comments?

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