

A pink quarter-circle graphic in the top right corner, divided into several radial segments of varying shades of pink.

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# TOWARDS A TYPOLOGY FOR B2B APPLICATION PLATFORMS

# DOMINANCE OF B2C PLATFORMS



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# OUTLINE

- INTRODUCTION
  - & RESEARCH QUESTION
- APPLICATION PLATFORMS
  - PLATFORM THEORY
  - APPLICATION PLATFORM TYPOLOGY
- BENCHMARK OF B2B APPLICATION PLATFORMS
- COMPARISON TO B2C APPLICATION PLATFORMS
- DISCUSSION & CONCLUSION

# RESEARCH QUESTIONS

- **FEATURES**

- [WHAT ARE THE MAIN FEATURES OF B2B APPLICATION PLATFORMS AND CAN STRATEGIC IMPLICATIONS BE DERIVED FROM THIS?]

- **DIFFERENCES**

- [WHAT ARE THE MAIN DIFFERENCES BETWEEN B2C AND B2B APPLICATION PLATFORMS]

- **TYPOLOGIES**

- [DO EXISTING TYPOLOGIES APPLY TO B2B APPLICATION PLATFORMS? IF NOT, WHICH ARE THE CRITICAL VARIABLES TO DISTINGUISH BETWEEN DIFFERENT TYPES OF B2B APPLICATION PLATFORMS?]



# APPLICATION PLATFORMS & PLATFORM THEORY

***‘APPLICATION PLATFORMS’*: ALL TYPES OF PLATFORMS THAT FACILITATE THE DISTRIBUTION AND EXECUTION OF STAND-ALONE SOFTWARE UNITS.**

# PARTICULARITIES OF PLATFORMS

- OPERATION OF A NUMBER OF ASSOCIATED COMPONENTS OR SERVICES (TECHNICAL PERSPECTIVE)
- MEDIATION AND COORDINATION BETWEEN VARIOUS STAKEHOLDERS (MANAGERIAL AND ECONOMIC PERSPECTIVE)
  - INCORPORATION OF A VARIETY OF STAKEHOLDER GROUPS
  - LEVERAGING NETWORK EFFECTS
  - PROFIT GENERATION ON TWO-SIDED OR MULTI-SIDED MARKETS

# PREVIOUS PLATFORM TYPOLOGY









		NO CONTROL OVER CUSTOMERS	CONTROL OVER CUSTOMERS
CONTROL OVER ASSETS		ENABLER PLATFORM	INTEGRATOR PLATFORM
			 
NO CONTROL OVER ASSETS		NEUTRAL PLATFORM	BROKER PLATFORM
		 	 



# BENCHMARK OF B2B APPLICATION PLATFORMS

# CRITERIA FOR ASSESSMENT

- THE (BUSINESS) FOCUS
- REQUIREMENTS
- APP DEVELOPMENT STRATEGY
- APP USER STRATEGY
- REVENUE MODEL

	FOCUS	REQUIREMENTS	DEVELOPMENT STRATEGY	USER STRATEGY	REVENUE MODEL
	TRADING	WEB-BASED	INTERNAL SUBPLATFORMS	OPEN°	PREMIUM USERSHIP
	TRADING	N.A.	N.A. PRESUMABLY LARGELY IN-HOUSE	CLOSED°	N.A., PRESUMABLY DIRECT REVENUES
	LOGISTICS	N.A.	N.A. PRESUMABLY LARGELY IN-HOUSE	CLOSED°	N.A. PRESUMABLY DIRECT REVENUES
	LOGISTICS	N.A.	N.A. PRESUMABLY LARGELY IN-HOUSE	CLOSED°	N.A. PRESUMABLY DIRECT REVENUES
	LOGISTICS	NYA, CLOUD	NYA. (MOSTLY?) THIRD PARTY	NYA, PRESUMABLY OPEN°	N.A.
	TRADING, SUPPLY CHAIN	N.A., CLOUD	N.A. PRESUMABLY LARGELY IN-HOUSE	CLOSED°	N.A. PRESUMABLY DIRECT REVENUES
 Available on the SAP Store	ERP	SAP, MOBILE APPS	INTERNAL AND THIRD PARTY	OPEN°	CROSS-SUBSIDISATION, OWN APPS
	CRM	SALESFORCE, WEB-BASED	MOSTLY THIRD PARTY	OPEN°	CROSS-SUBSIDISATION

N.B. 'NYA' MEANS 'NOT YET ACTIVE' AND 'N.A.' MEANS 'NO AVAILABLE INFORMATION AT THE TIME OF THIS WRITING'.  
° REGISTRATION

AND B2C?



# IOS, GOOGLE PLAY, FACEBOOK AND STEAM

- *FOCUS*: CONSUMER MARKET & GAMES
- *REQUIREMENTS*: WEB AND MOBILE OPERATING SYSTEMS
- *DEVELOPMENT STRATEGY*: EXTERNAL DEVELOPERS, APPLE AND GOOGLE DEVELOP IN-HOUSE
- *USER STRATEGY*: OPEN FOR INDICATION OF APP FUNCTIONALITY AND PRICE; NECESSARY TO REGISTER AND MAKE A FREE ACCOUNT
- *REVENUE MODEL*: SERVICE FEES ON MONETARY TRANSACTIONS OF EXTERNAL DEVELOPERS

# CLASSIFICATION

# B2B APPLICATION PLATFORMS IN THE TYPOLOGY

	NO CONTROL OVER CUSTOMERS	CONTROL OVER CUSTOMERS
CONTROL OVER ASSETS	ENABLER PLATFORM	INTEGRATOR PLATFORM
	-	ARIBA, DESCARTES, E2OPEN, GTNEXUS, SALESFORCE, SAP <i>ITUNES APP STORE, GOOGLE PLAY, STEAM</i>
NO CONTROL OVER ASSETS	NEUTRAL PLATFORM	BROKER PLATFORM
	-	ALIBABA, <i>FACEBOOK GAMES</i>

FRAUNHOFER LOGISTICS MALL





# TYPOLGY FOR B2B APPLICATION PLATFORMS

		REVENUE MODEL	
		DIRECT REVENUES	INDIRECT REVENUES
APPLICATION DEVELOPMENT STRATEGY	IN-HOUSE DEVELOPMENT	SERVICE SOLUTION PLATFORM	INTERNAL SUBSIDISATION PLATFORM
		ALIBABA, Ariba, DESCARTES, E2OPEN, GTNEXUS	-
	THIRD-PARTY DEVELOPMENT	CLASSIC APP -STORE	SUPPORT ECOSYSTEM
		FRAUNHOFER LOGISTICS MALL	SALESFORCE, SAP

## CONCLUSIONS

# CONCLUSION OF THE COMPARISON

- **FOCUS AND USER STRATEGY:** B2B FOCUSES ON LOB, B2C FOCUSES ON END-USER
- **REQUIREMENTS:** TECHNICAL AND FINANCIAL REQ. MORE OBSCURED IN B2B
- **DEVELOPMENT STRATEGY:** ALL B2C PLATFORMS RELY (ALSO) ON EXTERNAL DEVELOPERS
- **REVENUE MODEL:** B2B: LESS TRANSACTION FEES BUT FULL SERVICE BUNDLES (CROSS-SUBSIDIZING OTHER BUSINESS ACTIVITIES)

# NEW PLATFORM TYPOLOGY

- CURRENT PLATFORM TYPOLOGY UNFIT FOR B2B APPLICATION PLATFORMS
- → SPLIT BETWEEN APPLICATION DEVELOPMENT STRATEGY AND REVENUE MODEL
- 1) THE SERVICE SOLUTION PLATFORM, (2) THE INTERNAL SUBSIDISATION PLATFORM, (3) THE CLASSIC APP STORE, AND (4) THE SUPPORT ECOSYSTEM.



# THANK YOU!

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