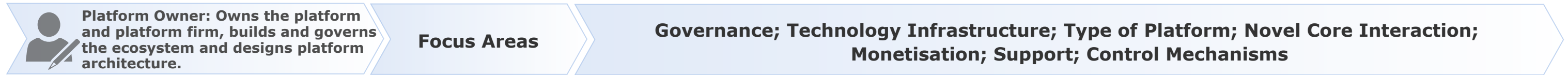


Platform Management Tool

Dimension One: Platform Owner Canvas



Platform Owner Firm Design 	Vision 	<ol style="list-style-type: none"> 1. Scope 2. Goals 3. Vision 4. Measurement 5. Core functionality 6. Core interaction 7. Stability 8. Openness 9. Financials 	<ol style="list-style-type: none"> 1. What is the area(s) of platform operation? How will scope creep and the crossing of predetermined platform boundaries be prevented? 2. What are the main goals of the platform and the platform owner firm? How will these goals relate to users of the platform? 3. What is the envisioned future state of the platform, platform owner firm and ecosystem? Does the vision attract the desired participants to the platform and ecosystem? Should the vision be shared by all participants within the ecosystem? 4. What KPIs can be applied to the platform? How will the current state of the platform be measured relative to the envisioned future state? How will continuous improvement be implemented? How will success be measured in terms of platform owner firm, developers and end users? 5. What is the main function that the platform aims to implement or achieve? What types of additional functionality could be added in future? What is the main purpose of the platform? What gap in the market does it aim to fill? 6. What interaction(s) will be facilitated by the use of the platform? Who will innovate on top of the platform? This links to the main source of value exchange and creation on the platform 7. Does the company vision, mission and strategy give a sense of stability within the platform owner firm? Will external parties perceive the platform as stable, due to its association with the platform owner firm? 8. Does the platform owner firm adopt a sense of transparency? In terms of strategy, governance, etc. 9. How can the platform be sustainably funded? How will the platform create, capture and deliver value? To what extent will the platform owner and developers share revenue?
	Internal Organisation 	<ol style="list-style-type: none"> 1. Key resources 2. Conflict management 3. Processes 4. Culture 5. Values and beliefs 6. Platform firm support 	<ol style="list-style-type: none"> 1. Who are the key human resources needed to implement the core functionality (programmers, IT specialists, health specialists, doctors)? What/who are the key resources needed to realise the platform? Refers to personnel, infrastructure, access, technology, etc. 2. What are possible tensions and areas of conflict that may arise within the ecosystem? How will each of these be managed? There are inherent tensions within the ecosystem, if it escalates, it can harm the ecosystem, trust and sustainability 3. What are the required internal processes for optimal platform functioning? These may include separate firm-level meetings, or ecosystem meetings. Are common organisational processes such as new product development, customer service, relationship management, etc., required within the platform owner firm? What plans and procedures can be put in place within the organisation to manage conflict/tensions/innovation? 4. Will the firm create a culture of debate and discussion? Does the company culture aim to deal with conflicts in a healthy manner? Does the company culture encourage innovation? 5. Are there particular values and beliefs that the platform owner firm adopts? Should ecosystem participants adopt and share in these values and beliefs? 6. Who are providing the internal support, especially in the case of an internal platform?
	Operations 	<ol style="list-style-type: none"> 1. Research and development 2. Support and services 3. Marketing and sales 4. Risk management 5. Reputation management 6. Investments 	<ol style="list-style-type: none"> 1. Will the R&D be done in correspondence with developers? How will the platform owner firm ensure that the evolution of the platform aligns with the rate of emergence of new technologies and innovations? Will R&D be outsourced as a part of an open innovation approach? 2. Is there an adequate, rapid-response, support structure for users of the platform? Will there be support available for new platform users? 3. What strategies can be adopted to encourage platform ecosystem growth? How will network effects be initiated? 4. What are possible risks associated with the core functionality and interaction? What are possible risks associated with the ecosystem participants? How will potential emerging risks (such as the need to evolve, or envelopment, or expansion of scope, or monetary risks) be monitored? Can risks be shared between ecosystem partners? What are risks related to that specific industry, partners or technology? 5. What can be done to improve the image of the platform owner firm and platform? How do others perceive the platform firm? 6. Will profits be re-invested into the platform and ecosystem? Can this encourage innovation from complements, or attract developers to the platform?
Platform Design 	Technology Infrastructure 	<ol style="list-style-type: none"> 1. Stability 2. Scalability 3. Modularity 4. Interfaces 5. Interoperability 6. Toolkit 7. Openness 8. Feedback methods 9. Application type 10. Programming languages 11. Marketplaces/ distribution channels 12. Data privacy and security 13. Data types 14. Data governance and storage 15. Security 16. Key activities 17. Providers 18. Platform security 19. Platform support 20. Hardware requirements 	<ol style="list-style-type: none"> 1. Can developers continue as normal if alterations to the core platform are made? Are the interfaces stable? What measures can be undertaken to facilitate stability of the platform? 2. Can the platform function equally well with minimal users as with a large demand? How can the platform use or leverage its ecosystem for scalability and adaptability? What measures can be taken to enable/facilitate scalability? 3. Is the platform technological infrastructure developed in such a way that it enables developers to innovate and create their own products and services without affecting the platform owner firm, other developers or end users? What does the tech stack look like? What are different levels of infrastructure (building blocks)? 4. What will the interfaces comprise? What APIs or standard interface protocols will be used/can be used? 5. What standards, protocols or policies should the platform align with or be able to interface and interoperate with, in order to implement the core interaction and functionality? 6. What toolkit will be provided to external parties to enable innovation on the platform? Will such a toolkit aid in developer loyalty, platform adoption and level of innovation? 7. To what extent will external parties be able to access the different layers of the platform and change functionality for their own purposes? Is this level of openness enough to facilitate and encourage innovation? What does this mean for the software platform design? 8. Will there be a method of obtaining feedback from developers and end users of the platform? Will this be beneficial in a continuous improvement approach? Does the possible benefits of implementing this feedback loop outweigh the cost of implementation? 9. Is the desired extension/application a mobile, web-based or hybrid app? How does this affect the software platform design? 10. What programming language will the platform adopt? What is the effect of the programming language on developer attractiveness? 11. How will the products developed on the platform be distributed? Will the end-products of the platform be distributed via a marketplace? Should provisions be made within the software platform to enable this distribution? 12. What type of data will be transferred and stored during the use of the platform? Are there specific data security and privacy measures that should be taken? 13. Will specific data types be used? The data types may be industry related (specifically in HC) 14. How and where will the data generated be stored? Who has ownership of the different types of data generated by the use of the platform? Can aggregated data be used by developers to strengthen their competitive position? 15. What are the security measures taken to secure its users, the platform owner firm and all transactions and data generated by the platform? 16. What are the key activities required to achieve the core interaction and functionality of the platform? Includes technology, connectivity, IP, storage, etc. 17. What technologies will be used to implement the platform? In terms of HW and SW or other embedded platforms? How will this influence the software developed or integration requirements? 18. What security precautions will be implemented to protect the platform against external factors such as bad developer practices? 19. Will there be support for the use of the platform? Who will provide this support? Will it be integrated into the software? 20. What are the hardware requirements to realise the platform? This may refer to servers, back-ups, etc.
	Rules and Regulations 	<ol style="list-style-type: none"> 1. Proprietary vs shared 2. Intellectual Property 3. Licencing 4. Standards 	<ol style="list-style-type: none"> 1. What is the ownership structure of the platform and its components? 2. How can the IP rights be established to facilitate third party innovation and not limit it? 3. What will the licencing agreements, if any, between the platform owner firm and developers look like? 4. What IT standards should the platform and interfaces adhere to? Are there specific ISO, IEEE or governmental standards that are related to the core interaction and functionality?
	External Environment 	<ol style="list-style-type: none"> 1. Key trends 2. Market forces 3. Industry forces 4. Competition 5. Value chain 6. Macroeconomic forces 	<ol style="list-style-type: none"> 1. What industry trends exist that may influence the platform? What are the emerging technologies currently disrupting the industry? What are other possible disruptive technologies that may influence the platform and its adoption? What is the cultural and natural setting into which the platform is being introduced? Will the culture or society have an impact on the platform adoption? (Africa). For example an increase in mobile phone uptake, individualism, millennial generation, new health policies, blockchain, crowd-funding, crowd-sourcing, etc. 2. Who is the target market and what are major identifying characteristics? What are customer needs that are typically unsatisfied? 3. Who are the competing ecosystems? What differentiates this platform and ecosystem? Why would parties choose this platform and ecosystem? 4. Who are the main competing platforms? Are there substitute products/services to the platform? 5. Who are the upstream and downstream stakeholders or actors that are relied upon? 6. What does the effect of economic growth have on the adoption of the platform? What are current global, national and local economic trends that may affect the adoption of platforms?
Platform Ecosystem Design 	Ecosystem 	<ol style="list-style-type: none"> 1. Key actors 2. Entry barriers 3. Role in ecosystem 4. Responsibility 5. Technical and socio-organisational barriers 6. Decomposition 7. Decision rights 8. Ecosystem health 9. Expectation management 	<ol style="list-style-type: none"> 1. Who are the envisioned key actors within the ecosystem (this will relate to the scope and core proposition)? How will these key actors be encouraged to join the ecosystem? Why are these key actors needed within the ecosystem (niche creation, diversity)? 2. What are the major entry barriers that external developers may encounter in joining this platform ecosystem? Are the ecosystem entry barriers too high (thereby reducing new entrants and innovation) or too low (reducing quality)? How can a sense of control be applied through establishing entry barriers? 3. What role does the platform owner firm aspire to adopt in the ecosystem (keystone, dominator)? Is the platform firm leaning towards a dominator strategy and is this affecting the ecosystem health? What actions can be taken to establish the desired role within the ecosystem? 4. What are the different responsibilities between ecosystem participants? How will all participants be made aware of these responsibilities? Will this responsibility be seen as an entry barrier to joining the ecosystem? 5. Are there any technological barriers between the different actors within the ecosystem that should be noted? Will communication and collaboration be possible in projects that are geographically distributed? 6. What is the envisioned organisational structure within the ecosystem? How can the ecosystem be divided into subsystems? 7. Who will have the main authority in the ecosystem? To what extent will other participants have rights and authority to decision-making? 8. How can the health of the ecosystem be monitored and evaluated? What are the key relationships or components required to maintain ecosystem health? How is ecosystem health defined? 9. What are the expectations of the different ecosystem actors? How will these expectations be managed?
	Evolution 	<ol style="list-style-type: none"> 1. Resourcing 2. Securing 3. Sustainability 4. Life cycle 	<ol style="list-style-type: none"> 1. How will new resources, knowledge, functionalities and capabilities within the platform ecosystem be enabled and encouraged? 2. Are there new security measures to be implemented with additional functionalities? Should the level of control exerted by the platform owner firm be modified? Is the control portfolio efficient and effective? 3. Is the platform firm as well as the platform designed for sustainability? Will the platform need to evolve to align with mandatory core-specific organisations/initiatives? Is the revenue model designed in such a way to ensure survival at each stage of the technology life-cycle? 4. At what stage of its life cycle is the platform and platform firm at? How do this affect the managerial and design focus of the platform and firm?