

Stage	I	II	III	IV
Activity	Genesis	Custom	Product (+rental)	Commodity (+utility)
Data	Unmodelled	Divergent	Convergent	Modelled
Practice	Novel	Emerging	Good	Best
Knowledge	Concept	Hypothesis	Theory	Universally Accepted
Characteristics				
Ubiquity	Rare	Slowly increasing	Rapidly increasing	Widespread in the applicable market / ecosystem
Certainty	Poorly understood / exploring the unknown	Rapid increases in learning / discovery becomes refining	Rapid increases in use / increasing fit for purpose	Commonly understood / an expected norm
Publication Types	Describe the wonder of the thing / the discovery of some marvel / a new land / an unknown frontier	Focused on build / construct / awareness and learning / many models of explanation / no accepted forms / a wild west.	Maintenance / operations / installation / comparison between competing forms / feature analysis e.g. merits of one model over another	Focused on use / increasingly an accepted, almost invisible component
General Properties				
Market	Undefined market	Forming market / an array of competing forms and different models of understanding	Growing market / consolidation to a few competing but more accepted forms.	Mature market / stabilised to an accepted form
Knowledge management	Uncertain	Learning on use / focused on testing prediction	Learning on operation / using prediction / verification	known / accepted
Market (Ecosystem) Perception	Chaotic (non linear) / Domain of the "crazy"	Domain of "experts"	Increasing expectation of use / Domain of "professionals"	Ordered (appearance of being linear) / trivial / formula to be applied
User perception	Different / confusing / exciting / surprising / dangerous	Leading edge / emerging / uncertainty over results	Increasingly common / disappointed if not used or available / feeling left behind	Standard / expected / feeling of shock if not used
Perception in Industry	Future source of competitive advantage / unpredictable / unknown	Seen as a competitive advantage / a differential / looking for ROI and case examples	Advantage through implementation / features / this model is better than that	Cost of doing business / accepted / specific defined models
Focus of value	High future worth but immediate investment	Seeking ways to profit and a ROI / seeking confirmation of value	High profitability per unit / a valuable model / a feeling of understanding / focus on exploitation	High volume / reducing margin / important but invisible / an essential component of something more complex
Understanding	Poorly understood / unpredictable	Increasing understanding / development of measures	Increasing education / constant refinement of needs / measures	Believed to be well defined / stable / measurable
Comparison	Constantly changing / a differential / unstable	Learning from others / testing the water / some evidential support	Competing models / feature difference / evidential support	Essential / any advantage is operational / accepted norm
Failure	High / tolerated / assumed to be wrong	Moderate / unsurprising if wrong but disappointed	Not tolerated / focus on constant improvement / assumed to be in the right direction / resistance to changing the model	Surprised by failure / focus on operational efficiency
Market action	Gambling / driven by gut	Exploring a "found" value	Market analysis / listening to customers	Metric driven / build what is needed
Efficiency	Reducing the cost of change (experimentation)	Reducing cost of waste (Learning)	Reducing cost of waste (Learning)	Reducing cost of deviation (Volume)
Decision Drivers	Heritage / culture	Analysis & synthesis	Analysis & synthesis	Previous experience

So, let us examine the platform space today in 2017. What we're focused on is a code execution environment which in the product world is normally described as some form of platform stack (e.g. LAMP or .NET) or in the utility space where we have the emergence of systems such as Lambda. It's importance to focus on the "*code execution environment*" as unfortunately platform is one of those hand wavy terms which gets used to mean any old tripe — see also ecosystem, innovation, disruption and almost anything in management that is popular. Don't get me started on this one as I'm not a fan of the field I work in. I'm sure along with strategy consultants talking about "*earlobes for leadership*" (HBR, Nov, 2011) then I suspect it wouldn't take me long to find a cacophony (the collective noun for a group of strategy consultants) of them talking about how a "*cup of tea is a innovative platform*" or some other load of dingo's kidneys.