

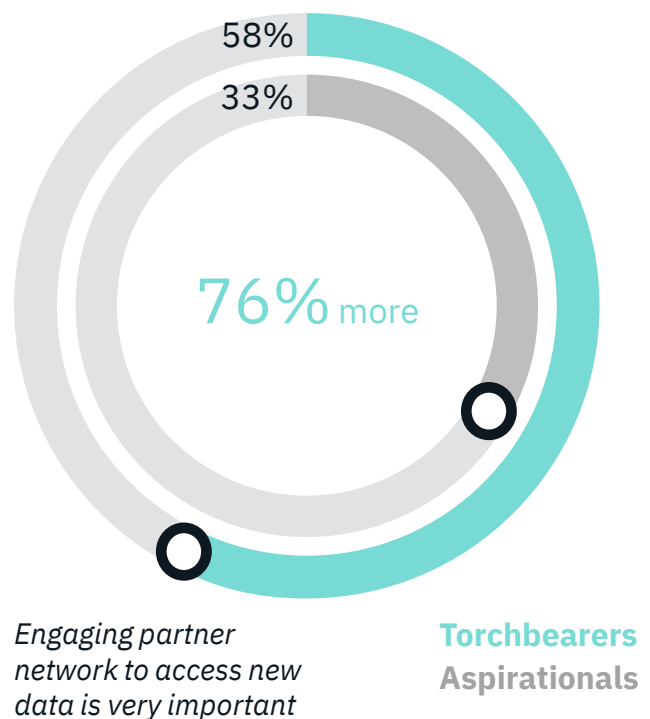
“By building PPP, our Public Private Partnership platform, we are supporting new business entrants, including startups and foreign companies, to use open and affordable data to take a leading position in the competition among cities.”

Takahiro Matsushita,
Director General, Office for
Strategic Policy and ICT
Promotion, Tokyo Metropolitan
Government, Japan

Figure 18

Between friends

Torchbearer CMOs seek new
data from partners



CMOs, in particular, understand the need to share data across their partnerships (see Figure 18). They have historically been eager to gain a deep understanding across their value chains of who buys what, when, and why. Now they can go much further. The rich patterns revealed by abundant and heterogeneous data on business platforms lead to more granular personalization for customers and a better understanding of their needs.

In our previous C-suite study, “Incumbents Strike Back,” the incumbent organizations we surveyed declared their intentions to own new platforms. They were eager to orchestrate platforms and extract new value from data. The discussion was focused on making an entrance and learning to scale with ease.²⁰ Two years later, the question is less about how they scale new platforms and more about how they capitalize on their advantage.