

# 플랫폼 비즈니스 모델 그리고 사례(2)

# Apple

Representative company of platform company, **Icon**

- ◆ The only “lifestyle brand” in the computer industry → Connect with your emotions and life
- ◆ Apple I → Apple II → Apple III, Lisa, Macintosh (failure) → iMac → MacBook → iPod (more than 100 million) → iPhone → iPad
- ◆ PC industry, sound source (MP3) industry, smartphone industry (recreation level), tablet industry
- ◆ Competitive edge in all areas of hardware + software + contents → Strong brand
- ◆ Combining iPod and iTunes to Monetize success of Content

## (Competitiveness → Excellent Platform Company)

- ✓ The best platform for convergence of hardware + software + contents → Strong ecosystem
  - Reasons for using closed software: exclusive + maximized hardware performance
- ✓ Apple PPa (Fanboy): Loyal Customers
- ✓ Organizational culture with a strong focus on goals (Startup corporate culture)
  - DEST (Distinguished Engineer Scientist Technology) + Designer

# Google → Ruler of the platform market

- ◆ Larry Page + Sergey Brin ++ Eric Schmidt (2001 ~ 2011)
- ◆ PageRank Algorithm: Recognizes a web page with many links as important
- ◆ FreeMium strategy → the strategy of making a product or service free of charge and monetizing additional features, virtual goods, or other means
- ◆ Advertising business: AdWords (Advertiser) + AdSense (Publisher)
- ◆ Google Platform: Free Service + Ad Revenue Model + Stakeholder Needs
- ◆ Best Deal Ever → Android (\$ 50 million) + YouTube (\$ 1.6 billion) take over  
→ If S Electronics took over Android... ?
- ◆ Companies that encourage failure → "Fail Fast, Fail Often, Fail Everywhere"

**Amazon** → Representative of commerce platform (paper book  
→ everything in the world)

- ✓ The true value of the commerce platform is not just providing shopping functions, but the ability to expand various **additional services** based on commerce, its strategy and execution power, and the ability to create an ecosystem → Amazon & Alibaba
- ✓ It is the best technology company in the IT industry while distribution business
- ✓ **# 1 provider in the Amazon Web Service (AWS) cloud market**
- ✓ Prime Membership Operations (Killer App): Lock-in Customers
- ✓ **Jeff Bezos' Leadership**  
"There are two kinds of companies in the world. One is a company that tries to get higher rates and the other is a company that tries to get lower rates. We are the latter"

## FaceBook → 복합형 플랫폼으로 성장

- ✓ Intermediate platform → + Foundation type (creating developer ecosystem)  
→ Hybrid/Complex type
- ✓ Dataized and connected everything related to one's life
- ✓ **Mark Zuckerberg's** Technology + Business Capabilities
- ✓ Prepare for the Next Generation of Business
  - Instagram (photo) + Whatsapp (mobile) + Oculus (VR)

Xiaomi → Apple + Google + Amazon combined company

- ✓ Mi series
- ✓ MiUI (Based Platform: An OS modified from open source Android)
- ✓ All co-founders have a mind that is optimized for developers and engineers, and by building an organizational culture that fits them, they create software that sets them apart from other smartphone makers.
- ✓ Best software capability among Android phone makers

Kakao + Naver → domestic strong platform companies

- ✓ Kakao Talk (Messenger) + Kakao Story (SNS) + O2O (Kakao Taxi, Bus, Subway)
- ✓ LINE (Naver's Global Mobile Messenger)

# Platform Points

- ✓ The primary purpose of the platform is to enable all participants to create value by connecting users with each other and exchanging goods, services or social currencies.
- ✓ Platform businesses can grow much faster than traditional businesses because they create value by leveraging resources they do not own or control
- ✓ Platforms derive most of their value from the communities using their services
- ✓ There is no future for companies that do not understand the platform !!

# Platform Biz. 의 분야 및 다양한 사례

- ❖ 농업(Agriculture) : John Deere, Intuit Fasal
- ❖ 소비재 (Customer goods) : Philips, McComick Foods, FlavorPrint
- ❖ 커뮤니케이션과 네트워킹 (Communication and networking) : LinkedIn, Facebook, Twitter, Tinder, Snapchat, WeChat, Instagram
- ❖ 교육 (Education) : Udemy, Skillshare, Coursera, edX, Duolingo
- ❖ 금융 (Finance) : Bitcoin, Lending Club, Kickstarter
- ❖ 에너지와 중공업 (Energy and Heavy Industry): Nest, Tesla, Powerwall, GE, EnerNOC
- ❖ 게임 (Game): Xbox, Nintendo, Playstation
- ❖ 인력 및 직업서비스 (Human and Job service) : Upwork, Fiverr, 99Designs, Sittercity, LegalZoom
- ❖ 지역서비스 (local Service) : Yelp, Foursquare, Groupon, Angie's List
- ❖ 물류와 배달(Logistics and Delivery) : Munchery, Foodpanda, Haier Group
- ❖ 미디어(Media) : Medium, Viki, YouTube, WikiPedia, Kindle Publishing
- ❖ 운영체제 (OS): iOS, Android, Mac, MS Window
- ❖ 소매업 (Retail Business) : Amazon, Alibaba, Walgreens, Burberry, Shopkick
- ❖ 교통 (Transportation) : Uber, Waze, BlablaCar, GrabTaxi, Ola Cabs
- ❖ 여행(Travel) : Airbnb, Tripadvisor