

## **EXAM: BHAAV6034U.LECTURE\_E25 Google, Uber, Amazon: Management of platform business**

This is a 2 weeks take-home exam. Page limitation is max. CBS 15 pages (CBS 15 pages = 34.125 characters). Answer ALL of the following questions. Please reference all material and sources that you use and make sure your referencing style is coherent.

This exam is designed to assess your learning journey throughout the course by having you reflect critically on your group's platform development process. The focus is on demonstrating your thinking, decision-making, and ability to apply course concepts rather than presenting a perfect final product.

During the exam, you have the opportunity to further develop ideas that remained incomplete during class sessions, refine aspects of your platform based on your current understanding, propose changes or improvements you would make if starting over, and complete analysis or frameworks you didn't have time to finish in class.

Remember to:

- Support your reflections with specific examples from your group's platform development process.
- Reference course theories, frameworks, and readings in your analysis.
- Demonstrate critical thinking by acknowledging limitations, trade-offs, and alternative perspectives.
- Show how your understanding evolved throughout the course.
- Connect your specific platform experience to broader patterns in platform business management and implications to society.

### **Question 1**

Describe your group's platform concept, explaining its core interaction, value proposition and the user groups it connects. Reflect on how your initial idea emerged in the class and how it evolved throughout the course (see other questions to avoid overlap). Categorise your platform according to the typologies discussed in the course and justify this classification by analysing its key characteristics. How did understanding different platform types influence your design decisions? What tensions or trade-offs did you encounter when trying to fit your concept into established platform categories, and what does this reveal about the diversity of platform business models?

### **Question 2**

Reflect on how your group designed and implemented network effects in your platform concept. Analyse the specific challenges you faced in addressing the penguin problem and evaluate the effectiveness of your proposed launch strategy. Drawing on course theories and frameworks, what would you do differently now, and why? Consider both the theoretical soundness and practical feasibility of your approach.

### **Question 3**

Reflect on how your platform concept evolved throughout the course. Whether your group made major pivots, incremental adjustments, or maintained a consistent vision, analyze the key decisions that shaped your platform's development. What factors influenced whether you changed direction or stayed the course? Discuss specific moments where your group considered alternative approaches and evaluate the reasoning behind your choices. Drawing on course concepts, critically assess whether your development trajectory was optimal or whether different decisions at critical junctures might have led to a stronger platform design.

### **Question 4**

Critically evaluate the monetization strategy your group developed for your platform. How did you balance the need for revenue generation with user growth and engagement? Discuss the trade-offs inherent in your chosen business model and analyze how different stakeholder groups might be affected by your monetization decisions. Would a different approach have been more sustainable or equitable?

### **Question 5**

Reflect on the governance policies and data practices your group established for your platform. What ethical dilemmas did you encounter when defining acceptable behaviour, content policies, and data collection practices? Analyse how you balanced competing interests: user freedom vs. community safety, data collection for platform improvement vs. user privacy, and platform control vs. user autonomy. Critically evaluate whether your approach could inadvertently create surveillance concerns, power imbalances, or inadequately address potential harms. How might your governance and data policies affect different user groups differently, and what alternative approaches might better balance these competing interests while building user trust?

### **Question 6**

Analyse your platform's competitive positioning within its market ecosystem. How did your group address the “winner-take-all” dynamics discussed in the course, and what strategies did you develop to achieve sustainable competitive advantage? Reflect critically on whether your differentiation strategy is defensible in the long term, considering both incumbent competitors and potential new entrants.

### **Question 7**

Reflect on how your platform design might perpetuate or mitigate existing social inequalities related to gender, labor, or access. If your analysis suggests minimal direct impacts, examine what design choices led to this outcome and whether this represents genuine inclusivity or potential blind spots in your analysis. Additionally, discuss how your platform would approach

corporate social responsibility: What code of conduct would guide your platform's operations? What responsibilities does your platform have beyond profit generation to its users, workers, and broader society? Identify specific features or policies in your platform that could disadvantage certain groups, even if unintentionally, and propose concrete design changes that would make your platform more equitable and socially responsible while remaining economically viable.

### **Question 8**

Analyse the metrics your group selected to measure platform success. Critically evaluate whether these metrics truly capture the platform's health and value creation, or whether they might incentivise problematic behaviors. How do your chosen metrics reflect your platform's values and priorities? What important aspects of your platform's impact might be difficult to quantify, and how should these be considered alongside traditional business metrics?

### **Question 9**

Reflect on the scaling strategy your group developed and the challenges you anticipated in growing your platform. Analyse the tension between rapid growth and maintaining platform quality or values. What does your scaling approach reveal about your priorities as platform managers?

### **Question 10**

Envision your platform five years from now. Based on the development trajectory you established during the course, analyse how your platform would need to evolve to remain competitive and relevant. Consider potential market shifts, technological changes, regulatory developments, and changing user expectations. Critically evaluate what strategic decisions you would need to make in years 1-5, what risks or threats could derail your platform's growth, and how your initial design choices either enable or constrain future evolution. Reflect on whether your platform's core value proposition would remain the same or need fundamental transformation, and what this reveals about the lifecycle dynamics of platform businesses.