



Can you apply Platform thinking - which means using multi-sided platform-based mechanisms to unlock digital business transformation opportunities - to **Bullpadel**?

Yes, Platform Thinking can be applied to Bullpadel, a company that produces and sells paddle tennis equipment. To start, it is important to understand what Platform Thinking is and how it works.

Platform Thinking is a business strategy that leverages multi-sided platforms to facilitate transactions between different groups of users, such as buyers and sellers, producers and consumers, or service providers and service users. These platforms create value by connecting different groups of users, allowing them to interact and exchange goods, services, or information. Platform Thinking has been widely adopted by digital companies such as Uber, Airbnb, and Amazon.

In the case of Bullpadel, the company can use Platform Thinking to create a digital platform that connects paddle tennis players, trainers, clubs, and equipment suppliers. Here are a few ways this could be done:

- 1. Online marketplace: Bullpadel could create an online marketplace where customers or shops can buy and sell used or new paddle tennis equipment. The marketplace would connect buyers and sellers, and Bullpadel could charge a commission on every transaction.
- 2. Developing a social network for paddle tennis players: Bullpadel can create a social network that connects paddle tennis players with each other. This network could be used to facilitate matches, tournaments, and other events, as well as to share tips and advice on playing the game. This would create a sense of community around the sport and help to build brand loyalty for Bullpadel.
- 3. Offering training and coaching services: Bullpadel could use its platform to offer training and coaching services for paddle tennis players. This could be done through online courses, inperson training sessions, or through a network of certified trainers. This would create a new revenue stream for Bullpadel and help to build expertise in the sport.

In conclusion, Bullpadel can apply Platform Thinking to its business by creating a digital platform that connects different groups of users in the paddle tennis ecosystem. This would help to unlock new business opportunities and create value for Bullpadel and its customers.





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Final Individual Essay

Pick **3 of the alternatives** that the software gives you and provide their representation (i.e., typology of platforms, sides identification, typology of platforms).

	Description by the software		Drawing		Typology	Critical comment
1	Online marketplace: Bullpadel could create an online marketplace where customers or shops can buy and sell used or new paddle tennis equipment. The marketplace would connect buyers and sellers, and Bullpadel could charge a commission on every transaction.	USERS BUYERS PURCHASE OF PADEL EQUIPMENT	SELLING NEW PADEL EQUIPMENT PLATFORM SELLING USED PADEL EQUIPMENT	PADEL SHOPS — USERS SELLERS	Transactional multi-sided platform	The described platform is transactional as it involves a transaction between the platform's sides with the retention of a commission. Specifically, users of this marketplace can act as "user buyers," intending to search for and purchase paddle equipment, or as "user sellers" who sell equipment they have used and no longer need (idle asset). In addition, paddle shops contribute to this system by offering new equipment, creating a unified platform for purchasing paddle equipment, whether new or used. The proposed platform can be classified as a "challenged by platform," recognizing the used goods market as an opportunity to leverage instead of fighting. Logically, as this market grows, there may be a potential decline in the market for new
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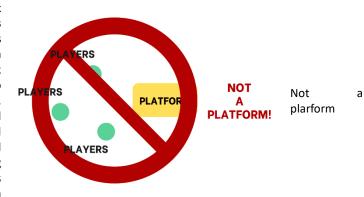
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Social network for paddle tennis players:

Bullpadel can create a social network that connects paddle tennis players with each other. This network could be used to facilitate matches, tournaments, and other events, as well as to share tips and advice on playing the game. This would create sense of community around the sport and help to build brand loyalty for Bullpadel.



The proposed solution is not a platform. In fact, in general, social networks in the early stages of their evolution are not platforms because they consist of the connection of only one side, which violates the first rule for platform construction: the requirement of at least two sides. As a result, the resolution of market frictions is not present, and this cannot lead to the creation of a platform.

However, nowadays a social network can easily transform into a platform by starting to sell user information to third parties (CaaS) or by introducing advertisements (CaaT). This transition has indeed occurred in social major networks, such as Facebook, Instagram, TikTok, etc.

However, these extensions are not mentioned by ChatGPT, making the proposed solution incorrect.



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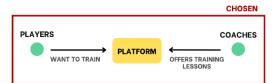
Final Individual Essay

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Offering training and coaching services:

Bullpadel could use its platform to offer training and coaching services for paddle tennis players. This could be done through online courses, inperson training sessions, or through of network certified trainers. This would create a new revenue stream for Bullpadel and help to build expertise in the sport.





Transactional two-sided platform The response is ambiguous and allows for two possible interpretations, particularly regarding the certification of trainers. Additionally, in relation to the last sentence, it is unclear whether it refers to a section of "Bullpadel certifications" specifically or to the platform in general, considering certified trainers as a prerequisite and independent from the platform's service offered. Given the complexity of the previous answers, I believe the simpler interpreted version was being referred to.

The platform is transactional as it allows players to purchase training and coaching services offered by coaches (online video courses or in-person training sessions).

Since it is not clear what the source of the revenue stream is for the company, one interpretation could be that there are coaches directly employed by Bullpadel who offer this type of service. However, since it is not specified, I believe the response refers to a retention of a commission from transactions on the platform, similar to the first proposed platform. This would allow the platform to be open to any interested coaches.





Provide max **1000 words of critical analysis** divided into two main sections: 1) assessment of the answer (how would you evaluate it according to your platform knowledge), 2) how would you change it according to your Platform Thinking knowledge.

Part 1

The proposed solutions are either limited to very **simple transactional platforms** or not platforms at all.

It is interesting to note that they **draw inspiration** from **existing platforms** in **other fields**. For example, the first platform is similar to marketplaces like Vinted or Subito, which facilitate user interactions for the sale of used items. On the other hand, the third platform resembles learning platforms where video courses are displayed, or users can engage with professionals for private lessons. This observation suggests that the proposed platforms may **lack in-depth analysis** of **market frictions** and instead rely on **emulating platforms** already established in other sectors.

While emulation can provide **valuable inspiration**, it should not be the **sole consideration**, as it may not be effective or stimulating for certain companies to create new platforms.

1.1 No use of data

Starting from the initial definition provided for Platform Thinking, it is important to note that it is not entirely accurate as it is limited to the definition of **transactional platforms**, without considering orthogonal platforms. This limitation is also reflected in the nature of the proposed platforms, where the **potential** related to **collected data** is **overlooked**.

1.2 No reference to company values

The proposed platforms **highlight** the **financial revenues** they will generate for the company, but they do **not pay attention** to the **coherence** of the value proposition with the company's values¹. The proposed platforms do not deviate too much from this value, but it is **not emphasized** either.

Only in the second solution, even though it is not a platform, the value behind the platform is clearly defined with the words: "This would create a sense of community around the sport". This aspect is fundamental and should also be specified in the two proposed platforms, because it is crucial for the **long-term success** of a platform.

1.3 No new players involved

Before listing the possible three solutions, ChatGPT specifies how Platform Thinking can be used to create digital platforms that **connect existing sides** in the **industry**. While this can be a solution, it also reveals a **lack** of **willingness** to consider **new sides** that could enrich the services offered in the sector.

¹ Bullpadel – Who we are: https://www.bullpadel.com/gb/content/7-who-we-are



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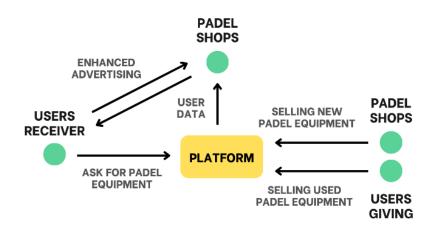


In conclusion, I believe that ChatGPT can provide some **initial insights** for the creation of a platform, but in general, there is a need to have subject matter expertise to discern whether the generated response is accurate, keep in mind the **limitations** of this **tool**, as I have just explained.

Part 2

For this section, I have decided to take the **ChatGPT platforms** as a **starting point** and expand upon them.

1. Online marketplace



Transactional Exploitation – Service Enlargement (Users Receiver – Users Giving)

Buyer and seller users are referred to as "receiver" and "giving" users because, in addition to selling used padel equipment, they can also lend it (for a fee).

This change stems from the identification of an **important idle asset**: the **padel racket**. Since there are many different types of rackets and each one costs over €100, players would like to try it out in a few matches before purchasing one. The platform allows a player to lend their racket to another player for a certain period of time, allowing them to try it out.

Orthogonal Exploitation – Enhanced Advertising (Padel Shops)

In addition, I would **transform** it from a transaction multi-sided platform to a **hybrid multi-sided platform** by leveraging the collected information about the player's profile, tested rackets, and purchased accessories (data that are idle assets). This data would be sold to **padel shops**, enabling them to utilize this information for **enhanced advertising** purposes.

Future Evolutions

A possible evolution of the proposed platform is its transformation into a **Distributed Platform** using blockchain technology. This would enable a **decentralized network**, relying on the **computational capacity** of network participants, resulting in a **safer** and **less expensive** solution.

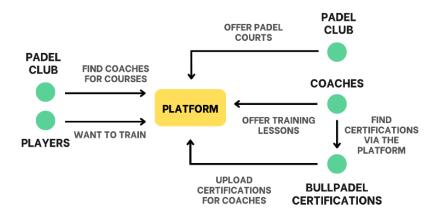




Coherence value proposition

The objective of this platform can be aligned with that of Bullpadel, which is to find the **best equipment for the player** to unleash their talent to the fullest.

2. Offering training and coaching services



Transactional Extension - Supply-side Addition (Padel Club)

The possibility of **booking physical lessons** directly **from** the **platform** would solve one of the major issues currently faced: each **instructor** is **affiliated** with a **specific** sports **facility**. This means that if a player wants to take lessons from a particular coach, he has to go to that specific padel club. With this platform, however, **coaches** would **no longer** be **tied** to a specific **facility**.

Each padel club can naturally allocate **different courts** and **time slots** for **lessons** compared to **matches** and events since the revenues generated from these activities are different (lessons have lower revenues). The goal could be to **utilize the courts** during **time slots** when **matches** are **less likely** to **take place** (padel courts are idle assets in those cases).

Transactional Extension – Demand-side Addition (Padel Club)

It could be considered to add paddle clubs on the demand side as well, as they may be **searching** for **new coaches** to conduct **courses** at their facility.

Transactional Extension – Supply-side Addition (Bullpadel Certifications)

An interesting addition to the platform could be the inclusion of a **Bullpadel** section dedicated to **courses** and **certifications** for coaches, directly **provided** on the **platform**. This way, the platform can ensure the **professionalism** of the coaches, and the company will have **greater control** over the **training** of instructors, including the ability to recommend new learning techniques. This will not only bring in **new sources** of **revenue** but also add significant **value** to the **brand's image**.





Coherence value proposition

The **principle** behind this platform also closely **aligns** with **Bullpadel's values**, which state: "...we accompany them in their **growth** both **on** and **off** the court ... The basis of this method is to **form** a **player**..." With **Bullpadel certification** courses, this principle can be put on practice.

Future Evolutions

Once the platform has enough users, it could be considered to make it **hybrid** by incorporating **advertisements** and leveraging the **potential** of the **collected data**.

