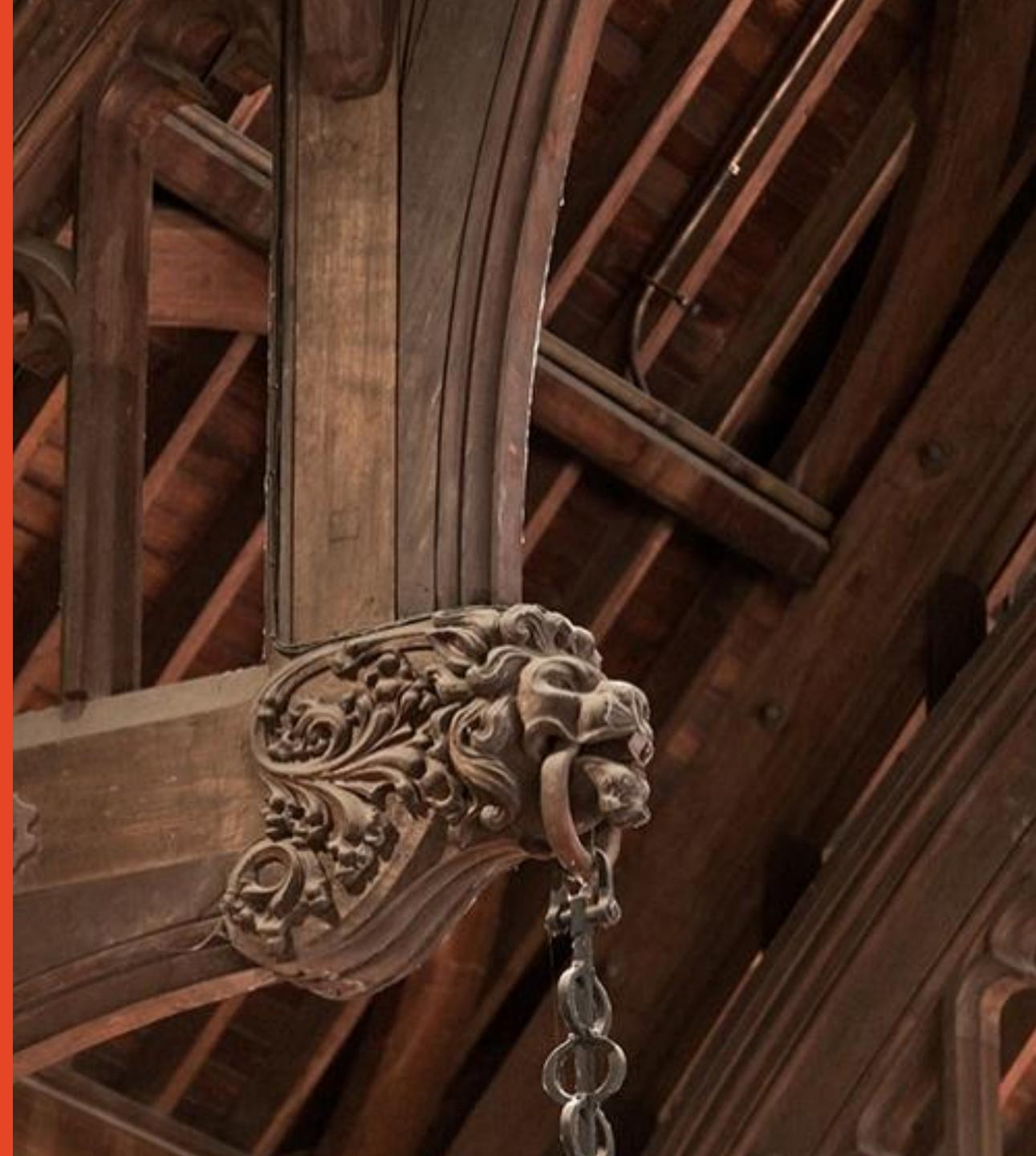


INFO5992 Understanding IT Innovations

**Week 13: Unit Review
(weeks 1 - 6)**

Semester 2, 2025



Acknowledgement of Country

I would like to acknowledge the Traditional Owners of Australia and recognise their continuing connection to land, water and culture. I pay my respects to the first nations people and their Elders, past, present and emerging.



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COMMONWEALTH OF AUSTRALIA

Copyright Regulations 1969

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UoS Semester Outline

Week		Learning Outcomes	Lectures
Module 2: Innovation Framework			
Week 01	L01, LO2, LO3	Unit of Study Introduction, Administrivia, Definition of IT Innovation, Importance of Innovation to a Country, General Purpose Technologies, Overview of Emerging Technologies	
Week 02	LO4, LO5	Innovation Frameworks I: Dynamics of IT Innovation, Dominant Design	
Week 03	LO6	Innovation Frameworks II: Disruptive Innovation, Innovator's Dilemma, Value Chain & Value Network	
Module 2: Development of Key Intellectual Property in the Modern Age			
Week 04		Introduction to Open Innovation and Closed Innovation Distributed Innovation I: Product Platforms, Web APIs	
Week 05	LO7	Distributed Innovation II: Crowdsourcing, Free and Open- Source Software, Open Data	
Week 06		Distributed Innovation III: Platform Ecosystems, User Innovation	
Module 3: Commercialisation Process and Business Strategies for Emerging Technologies			
Week 07		Commercialisation I: Startup vs Traditional Companies, Lean Startup Methodology and Agile Development	
Week 08	LO8	Commercialisation II: Customer Development Process, Value Proposition Canvas	
Mid semester break			
Week 09	LO8, LO9	Commercialisation III: Innovation Management, Business Model Canvas Commercialisation IV: Capital & Fundraising for IT Innovation	
Week 10	LO11, LO12	Organisational Cultures and Structures Supporting Innovation, Judging IT Innovation	
Module 4: Innovation At-Scale			
Week 11	LO10	Innovation Ecosystem: Silicon Valley and Australia	
Week 12	L01 - L10	Unit Review Innovation Pitch Presentation	
Week 13	N/A	Innovation Pitch Presentation	
Final Exam			

Agenda

- Unit of Study Review
- Exam Information

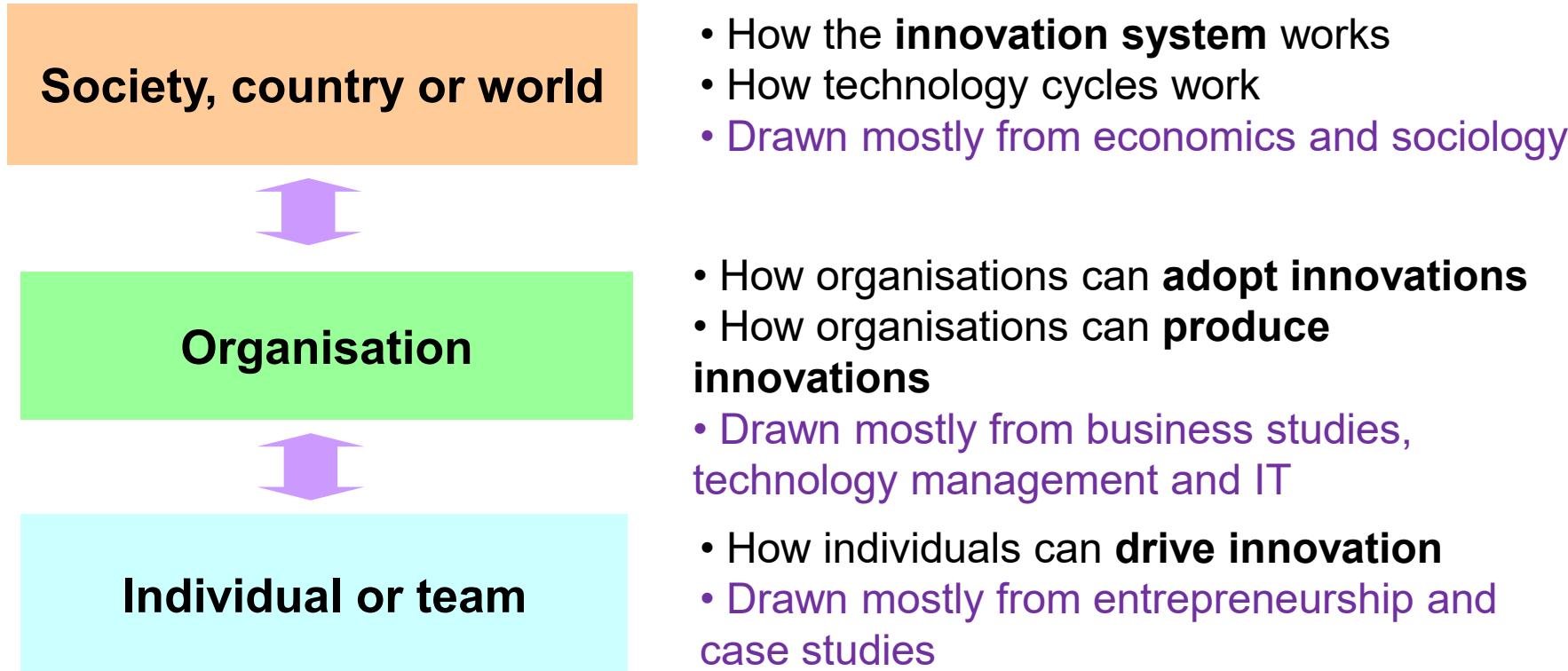
INFO5992 Review

About this Review

- List of topics covered in the unit at a very high level – you should understand these main topics!
- Don't assume that by reading this, you will pass the exam
 - It is just a list of topics – refer to full lecture notes for the actual content
 - You can use this as a checklist – if you don't fully understand one of these topics, you will need to read notes/readings, etc.
 - Study among your friends (group mates) where applicable

Week 1: UoS Introduction; Definition of IT Innovation; IT Innovation System; IT Innovations in Australia

Levels of Involvement



Introduction to technological innovation

- Definition of innovation:
 - Innovation involves idea + application of that idea (“ideas successfully applied”)
 - Innovation as creative destruction (Schumpeter)

Innovation vs Invention



Joseph Schumpeter,
Economist and political scientist
(1883 – 1950)

- Innovation involves (1) a new idea that is (2) applied commercially – Schumpeter (1930s).
- “Invention is the first occurrence of an idea for a new product or process, while innovation is the first attempt to carry it out into practice.”
 - Jan Fagerberg, Oxford Handbook of Innovation, 2004

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Page 4

Definition of innovation



“Innovation is not simply invention; it is invention put to use. Invention without innovation is a pastime.”
(Photo by Dian Dry)

Sir Harold Evans, journalist and writer on the history of innovation

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Page 5

Definition of innovation



“Ideas successfully applied.”



Mark Dodgson, academic/author on innovation, Uni of QLD

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Page 6

Australian Government Support to IT Innovation

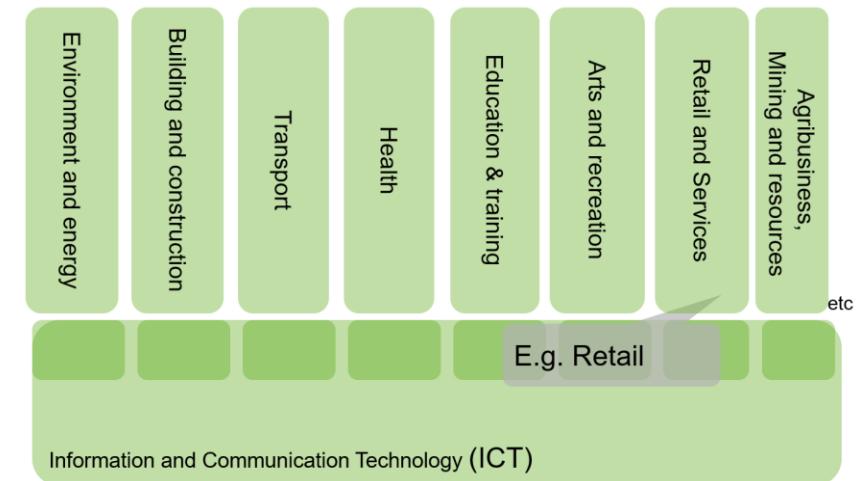
- Governments play an essential role in Innovation (as part of an innovation cycle)
- Australian government provides Business innovation grants and initiatives to support research, entrepreneurship, startups and commercialisation to boost innovation in Australian businesses and deliver the next age of economic prosperity



<https://www.industry.gov.au/science-technology-and-innovation>
<https://www.industry.gov.au/science-technology-and-innovation/industry-innovation>
<https://www.nsw.gov.au/working-and-business/support-for-startups>

IT as enabling technology

- IT is a “General Purpose Technology” (GPT)
- Like electricity – it enables other technologies
- GPTs differ from other technologies and:
 - Are pervasive – spreading to most sectors
 - Continually improve in usefulness and lower in cost
 - Spawn innovation in other areas – making it easier to invent and produce new products or processes
 - Is the GPT fundamentally disruptive and foundational?
- E.g. IT is embedded in all industry sectors

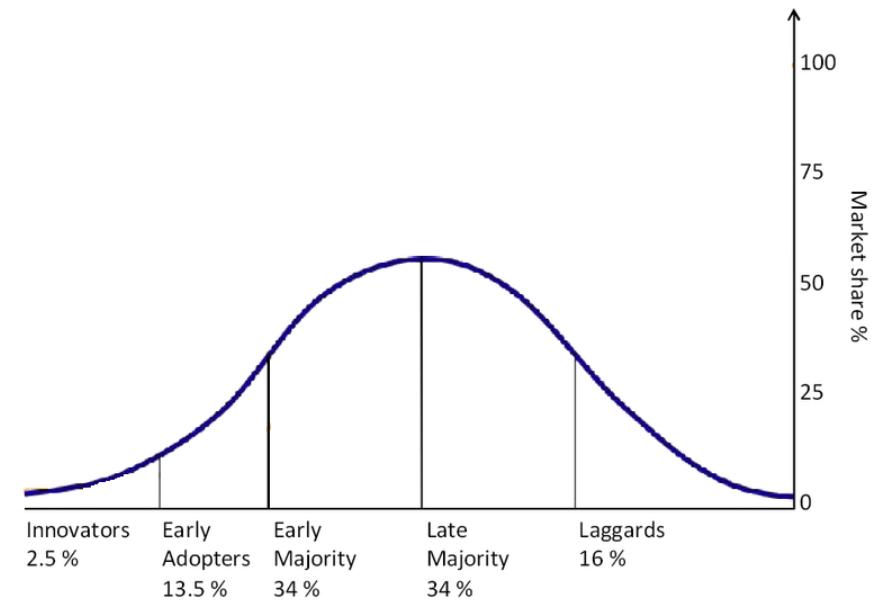
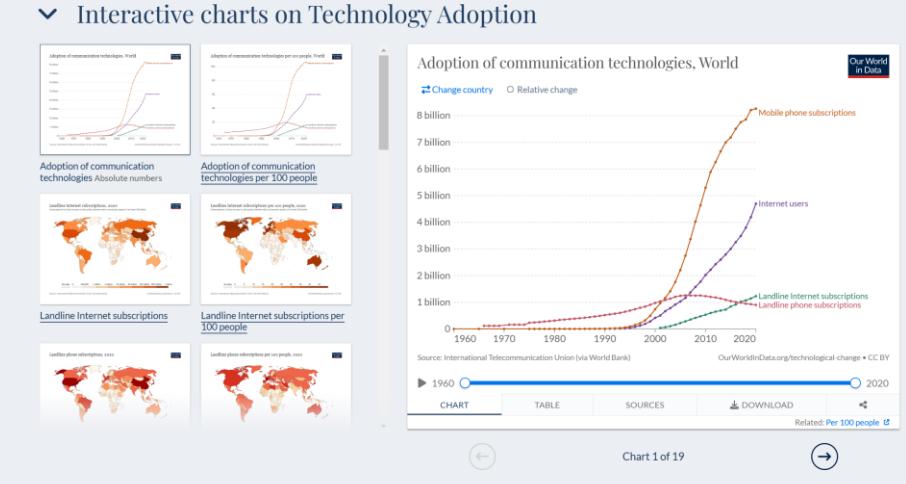


Source: ITU, *Measuring ICT for Social and Economic Development*, 2006.
(based on Bresnahan and Trajtenberg, "General purpose technologies", 1995)

Week 2: Innovation Frameworks I: Dynamics of IT Innovation; Dominant Design

Industry dynamics of innovation

- Diffusion and adoption of innovations:
 - A model for the diffusion of innovations (Rogers)
 - Categories of adopters (Rogers)
 - The “chasm” - between early adopters and the early majority (Moore)
 - The process of innovation adoption by individuals and organisations (Rogers)
 - Factors influencing the speed of adoption (Rogers)
 - Technology adoption S-curves
 - Factors leading to lack of adoption
 - Tech Influencers



Diffusion of innovation

A product innovation, process innovation, business model innovation etc

By word-of-mouth, TV, trade journals, Internet, Social Media, etc.

“Diffusion is the process in which (1) **an innovation** is (2) **communicated through certain channels** (3) **over time** among (4) **the members** of a (5) **social system.**”

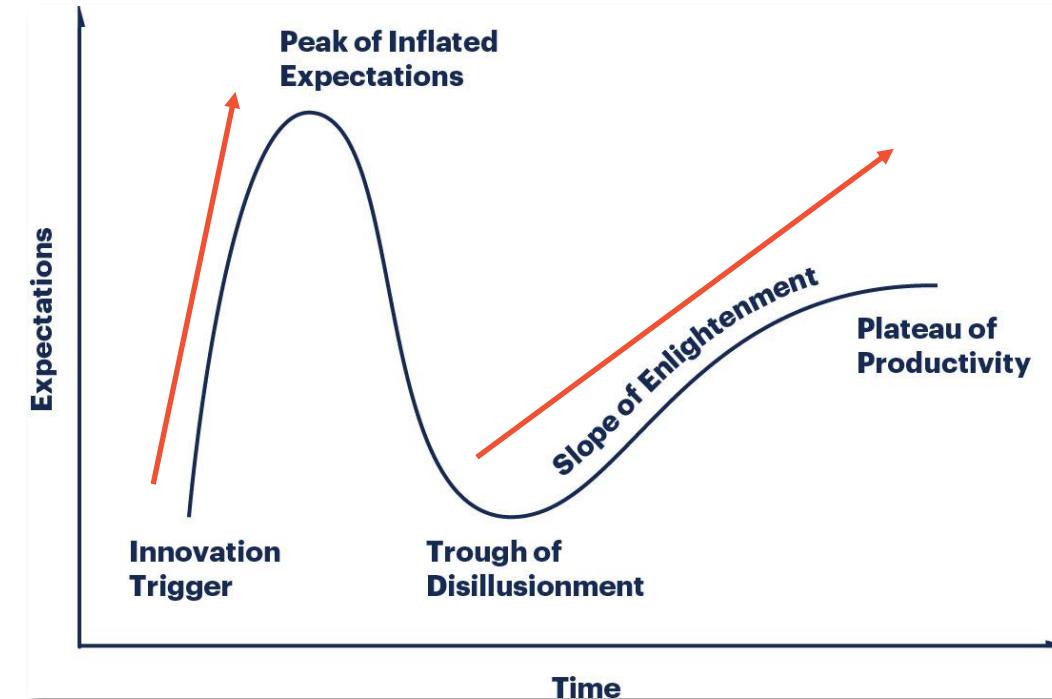
This is the “rate of adoption” of an innovation.

There are different types of people – some tend to adopt innovations early after initial availability, others later.

A social system has external influencers (eg media, govt) and internal influencers (eg opinion leaders)

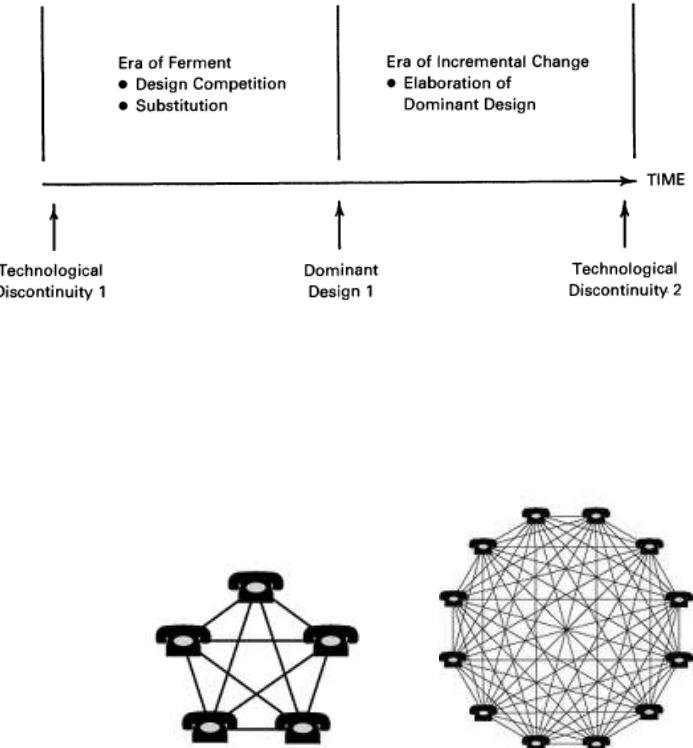
Interpreting Technology Hype

- Modelling maturity and adoption of technology
 - The Gartner “Hype-cycle”
- Most innovation will progress through a pattern of overenthusiasm and disillusionment, followed by eventual productivity.
- The vertical shape shows how expectations surge and contract over time as an innovation progresses, based on the market’s assessment of its future expected value.
- Two stages of upward direction (increasing expectations)
 - Driven by market hype; high expectations met with low maturity
 - Driven by increase in maturity of the innovation; leads to real value and fulfilled expectations



Industry dynamics of innovation

- Design Dominance:
 - The concept of DD (Utterback & Abernathy)
 - The process by which DD happens (Utterback & Abernathy)
 - Phases of DD and technology cycles (Anderson & Tushman)
 - Standards for dominant designs
- Why dominant designs get selected in markets:
 - Learning effects
 - Network effects and its 4 types
 - Government regulations
- Frameworks for modelling design dominance



Menti: What are the 4 types of network effects related to dominant design?

- <https://www.menti.com/al744ydp9pv>



Week 3: Innovation Frameworks I: Disruptive Innovation, Innovator's Delimma, Value Chain and Value Network

Disruptive innovation

- Disruptive innovations create new markets or change the value systems within existing markets
- “The innovator’s dilemma” (Christensen)
- Sustaining innovation vs. disruptive innovation
- Low-end disruption and new-market disruption
- Other types of disruptive innovation
- Examples of disruptive innovation

What is Disruption?

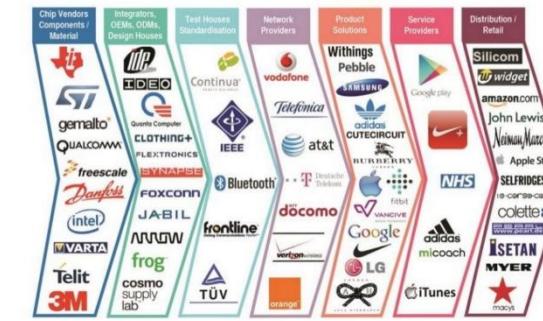
A **process** whereby a **smaller** company with fewer resources is able to successfully challenge **established incumbent** businesses.

- Not a product or service at one fixed point
- Evolution of that product or service over time

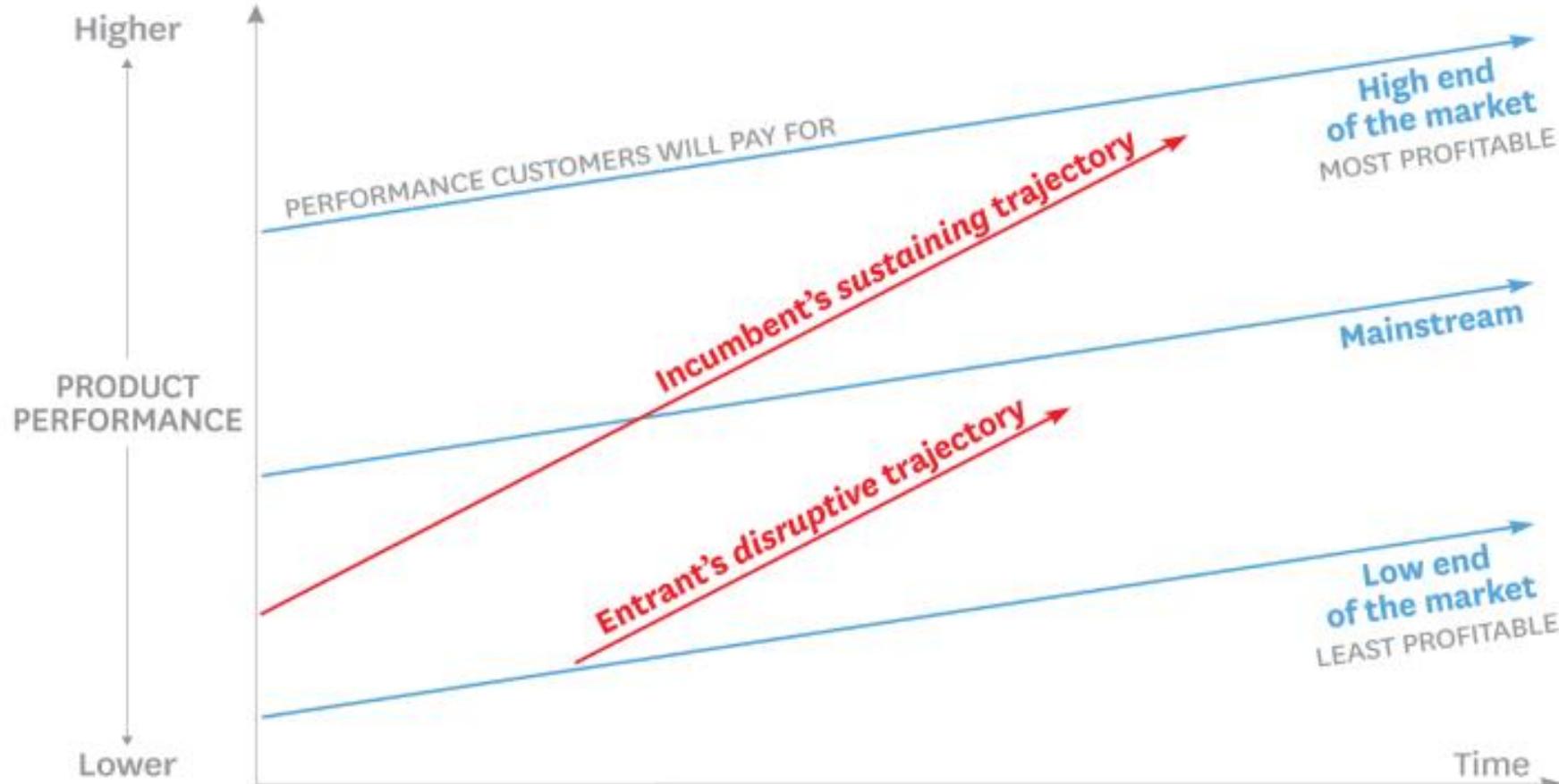


Disruptive innovation

- create new markets or change the **value network** in an existing market
- Industry value chains and value networks
 - What are they?
 - Analysing a value network
- Disrupting value networks
 - disintermediation, reintermediation, ignoring
- The relevance of disruptive innovation to established companies and to startups
- Typical results of the disruption of a market (eg changing the value network, types of companies, etc)



Disruptive Innovation Model – Low End Disruption



The diagram contrasts *product performance trajectories* (red) with *customer demand trajectories* (blue)

Red: How products or services improve over time

Blue: Customers' willingness to pay for performance

SOURCE CLAYTON M. CHRISTENSEN, MICHAEL RAYNOR, AND RORY MCDONALD
FROM "WHAT IS DISRUPTIVE INNOVATION?" DECEMBER 2015

© HBR.ORG

How Does Low End Disruption Happen?

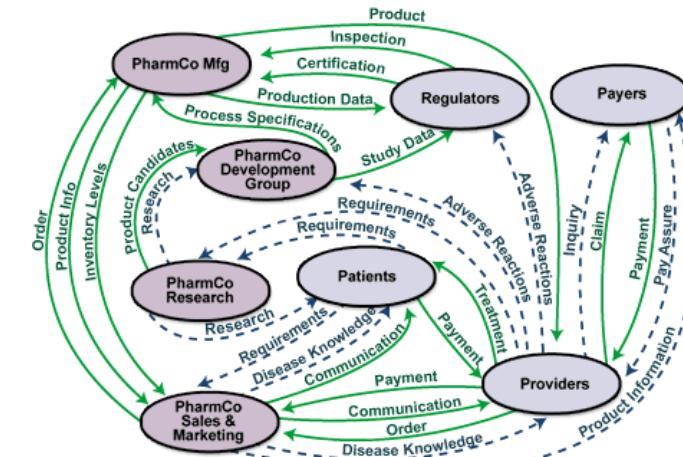
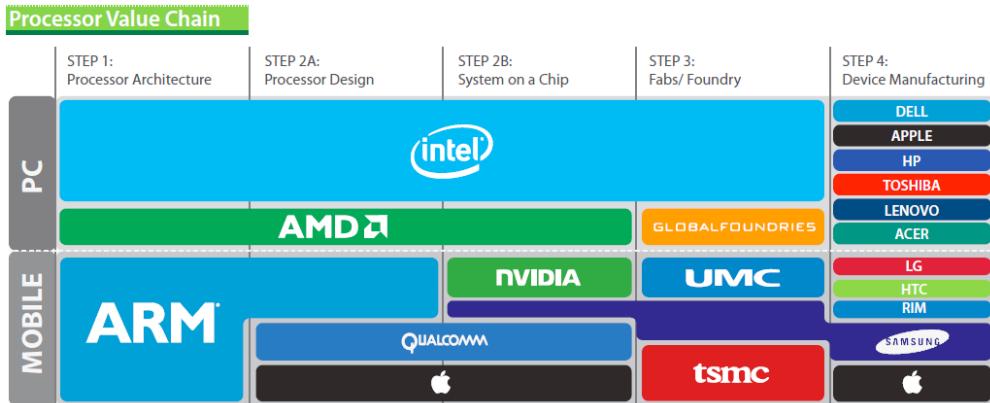
Incumbents focus on improving their products and services for their most demanding (and usually most profitable) customers, they exceed the needs of some segments and ignore the needs of some other segments.

Entrants that provide disruption begin by successfully targeting those overlooked segments, gaining a foothold by delivering more-suitable functionality – frequently at a lower price. Incumbents, chasing higher profitability in more-demanding segments, they tend to not respond vigorously.

Entrants then improve their quality and move upmarket, delivering the performance that incumbents' mainstream customers require, while preserving the advantages that drove their early success. When mainstream customers start adopting the entrants' offering in volume, that marks the end of the process of disruption.

Use of Value Chains/Networks

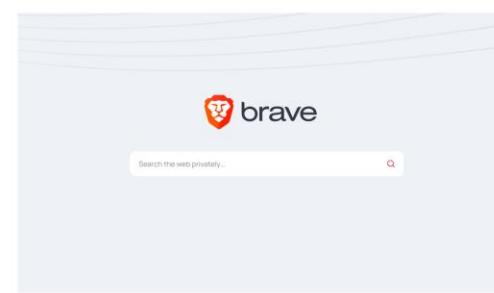
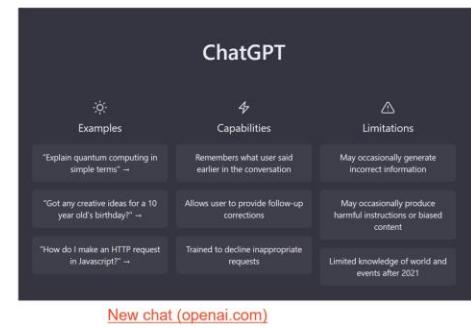
- Analysing value chains/systems/networks is useful for:
 - Understanding an industry (including relationships between companies)
 - Understanding your company's position within the market
 - Deciding where your company wants to be within that market
 - Looking for opportunities for disruptive innovations



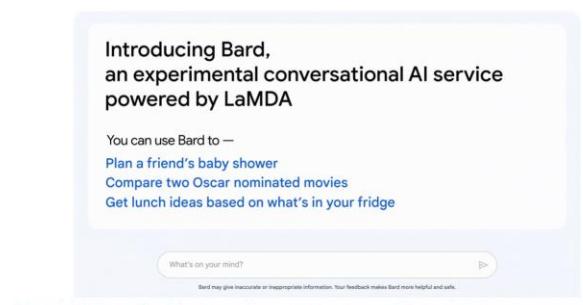
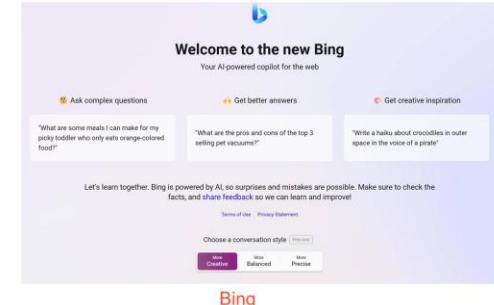
Source of figure: Verna Allee

Is Cognitive Computing...

- Disruptive Innovation?
- Low End Disruption? High End?
- Who are the Incumbents? Entrants?
- The organization concentrate on serving clients well on one hand (“exploit”)?
- The organization concentrate on innovation with the other hand (“explore”)?
- Value Chain?
- Design Category? Dominant design ?



[Private Search Engine - Brave Search](#)



[Google AI updates: Bard and new AI features in Search \(blog.google\)](#)

Week 4: Distributed innovation I: Open / Closed innovation; Platform innovation; Web APIs;

Innovation systems and distributed innovation

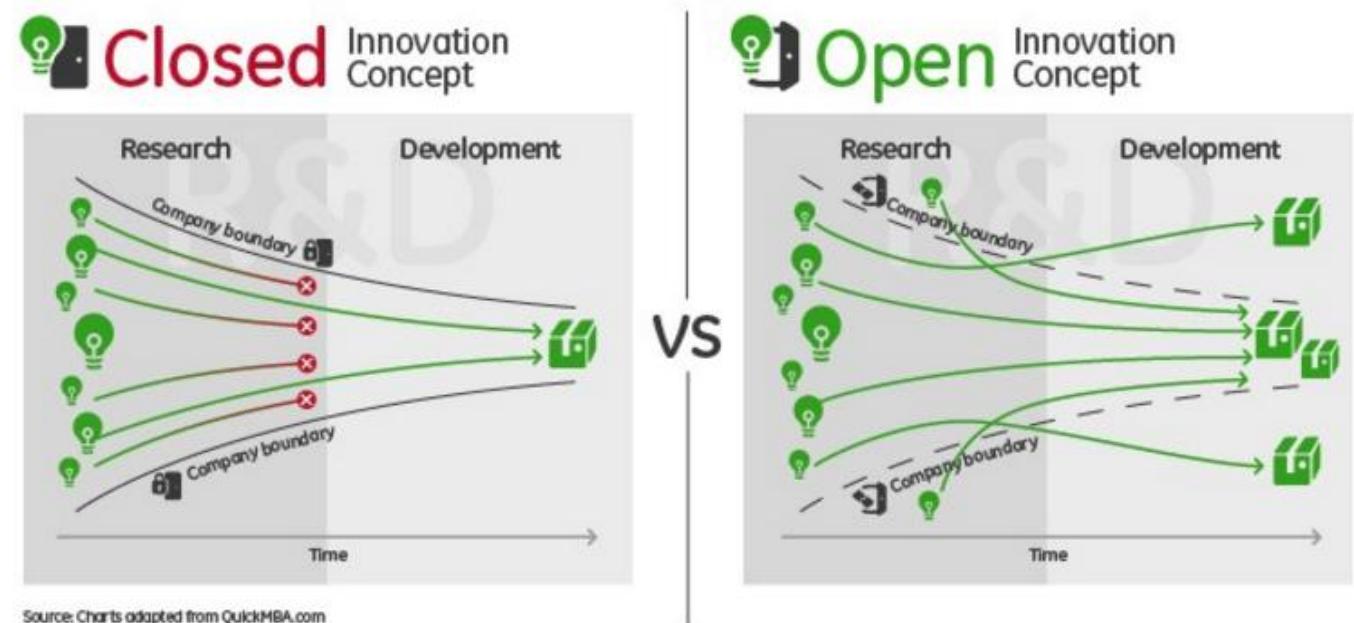
- Joy's Law – “Most of the bright people don't work for you -- no matter who you are. [So] you need a strategy that allows for innovation occurring elsewhere”
- Distributed innovation - “a system in which innovation emanates not only from the manufacturer of a product but from many sources including users and rivals”
- Modularity – A standard interface enables components to be combined easily (e.g. by user, within company, between companies)
- Modularity can enable many different configurations to be achieved from a given set of components.

Definition of “Open Innovation”

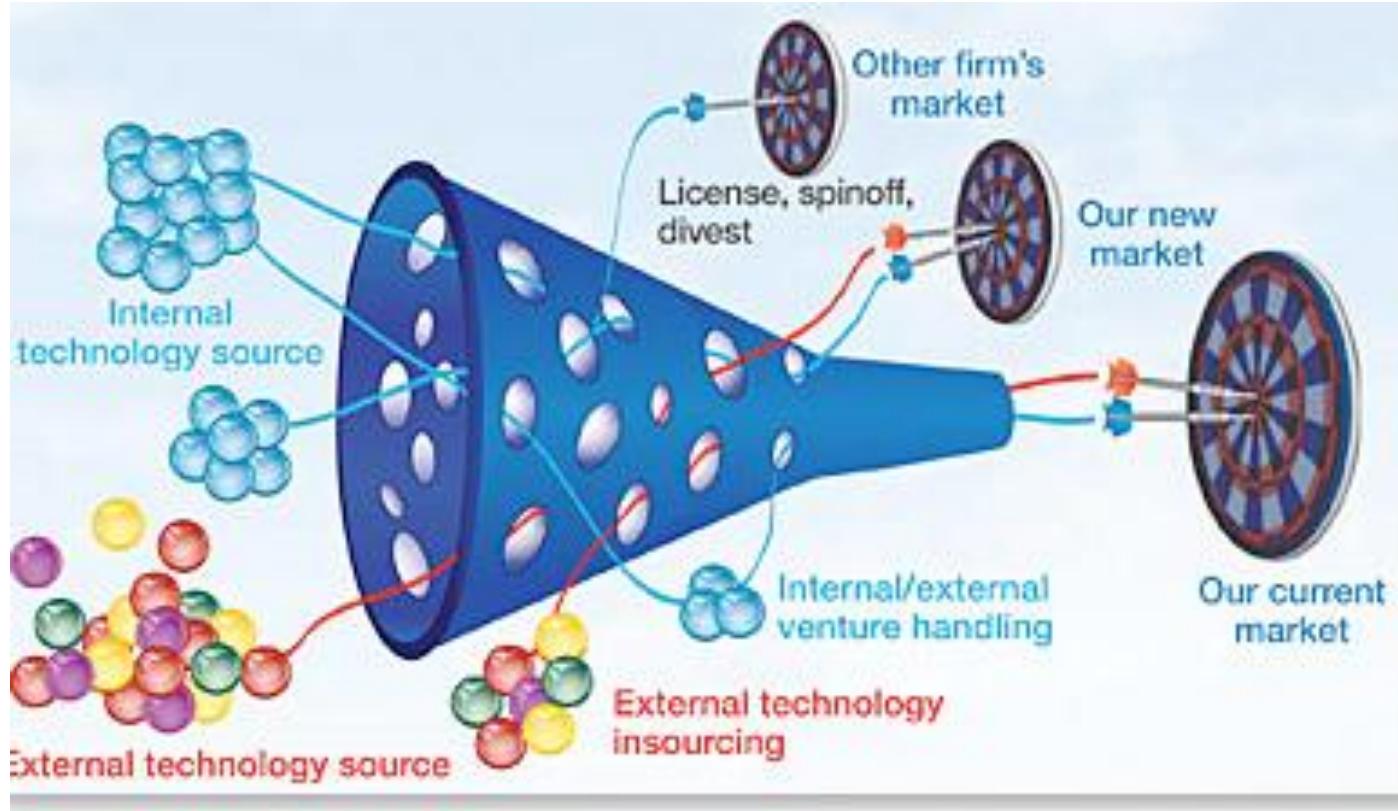
- “the use of purposive inflows and outflows of knowledge to accelerate internal innovation and expand the markets for external use of innovation” (Chesbrough, 2006)
- Revised definition: “a distributed innovation process based on purposively managed knowledge flows across organizational boundaries, using pecuniary and non-pecuniary mechanisms in line with the organization’s business model” (Chesbrough and Bogers, 2014)

Open Innovation

- Open innovation:
 - What is open innovation?
 - Types of open innovation
 - Benefits of open innovation
 - Risks of open innovation
 - New approaches to open innovation
 - Balancing internal and external innovation



Open innovation



Source: Chesbrough (2013) - <http://spie.org/x91420.xml>

Types of open innovation

1. Outside-in process:
 - “Enriching the company’s own knowledge base through the integration of suppliers, customers, and external knowledge sourcing”
2. Inside-out process:
 - “Earning profits by bringing ideas to market, selling IP, and multiplying technology by transferring ideas to the outside environment.”
3. Coupled process:
 - “co-creation with (mainly) complementary partners through alliances, cooperation, and joint ventures during which give and take are crucial for success.”

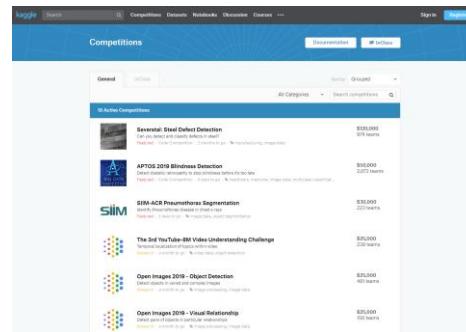
Source: Enkel, Gassmann and Chesbrough (2009)

Open Innovation Platforms

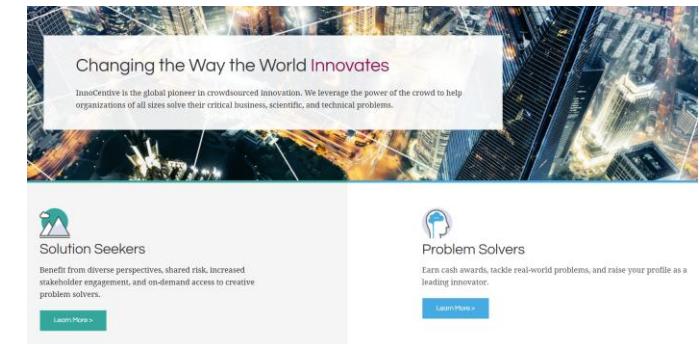
- Open Innovation draws upon the experience and knowledge base of an entire network for the development and growth of ideas.
- **Open Innovation Platform** – digital marketplace for **innovation** opportunities.
- Facilitate an **open innovation** solution to engage the open community to solve problems
 - Problems can be small, large, collaborative, individual



<https://www.topcoder.com/>



<https://www.kaggle.com/>



<https://www.innocentive.com/>

Open Innovation Examples (during the COVID-19 Pandemic)

- Amidst the gloom and doom of the early months of the Covid-19 crisis, something surprisingly uplifting started to happen: Companies began to come together to work openly at an unprecedented level, putting the ability to create value before the opportunity to make a buck.
 - The German multinational Siemens, for instance, opened up its [Additive Manufacturing Network](#) to anyone who needs help in medical device design.
 - Heavy truck maker [Scania and the Karolinska University Hospital](#) have partnered, too: Scania is not only converting trailers into mobile testing stations, but also directed some 20 highly skilled purchasing and logistics experts to locate, acquire, and deliver personal protective equipment to health care workers.
 - Similarly, [Ford](#) is working together with the United Auto Workers, GE Healthcare, and 3M to build ventilators in Michigan using F-150 seat fans, portable battery packs, and 3D printed parts.

FORD WORKS WITH 3M, GE, UAW TO SPEED PRODUCTION OF RESPIRATORS FOR HEALTHCARE WORKERS, VENTILATORS FOR CORONAVIRUS PATIENTS

MAR 24, 2020 | DEARBORN, MICH.

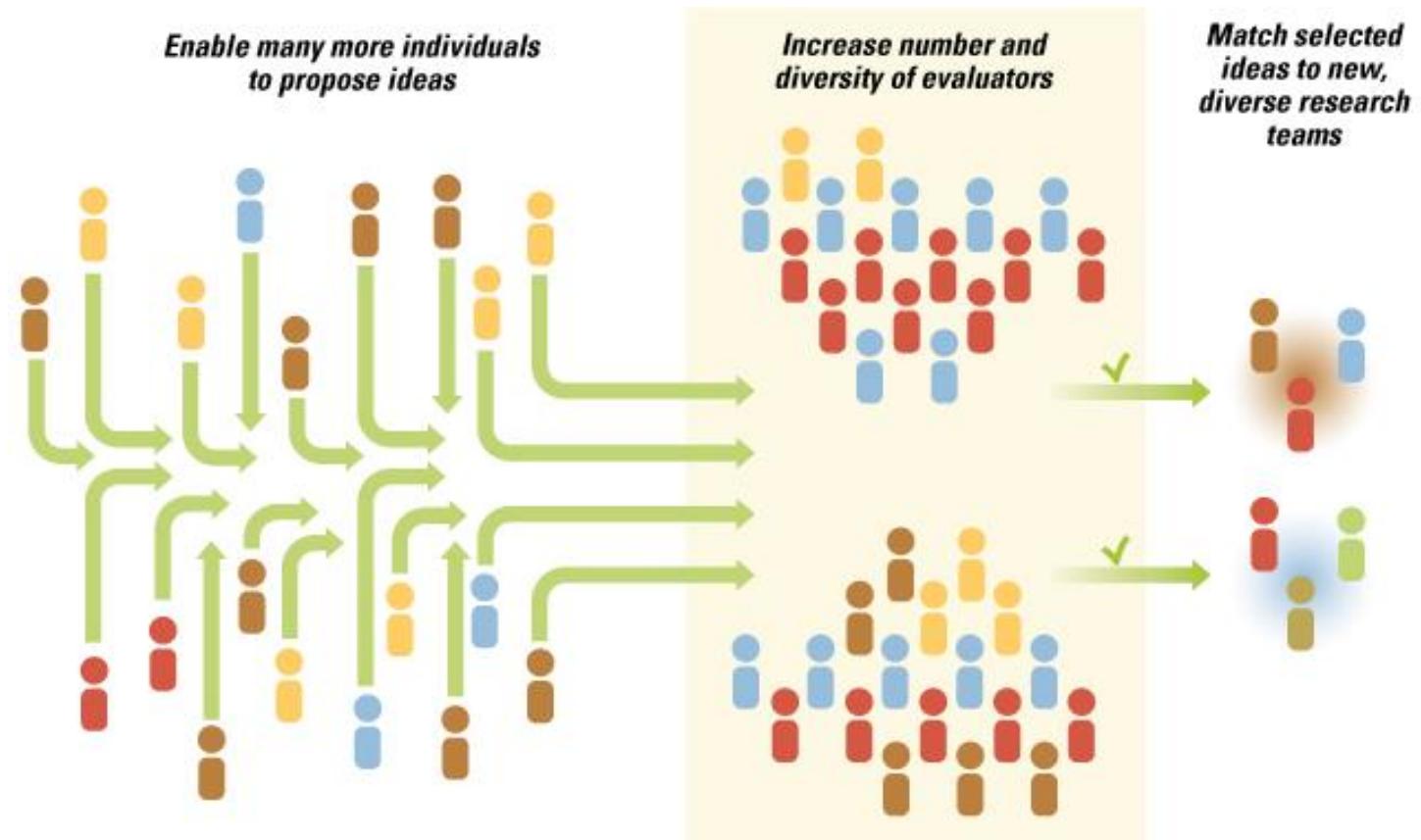


Operators and assemblers assemble medical face shields.

[Why Now Is the Time for “Open Innovation” \(hbr.org\)](#)

Distributed innovation

- “a system in which innovation emanates not only from the manufacturer of a product but from many sources including users and rivals”
- Eric von Hippel (1988) paraphrased by Carliss Baldwin (2012)



<http://sloanreview.mit.edu/article/experiments-in-open-innovation-at-harvard-medical-school/>

Enabling distributed innovation: Modularity

- A standard interface enables components to be combined easily (e.g. by user, within company, between companies)
- Modularity can enable many different configurations to be achieved from a given set of components.



<https://developer.android.com/guide/platform/index.html>

Some approaches to distributed innovation

- These are some approaches companies use to get external companies/individuals involved in their innovation:
 - A. Product platforms
 - B. Web APIs
 - C. Crowdsourcing innovation / Crowdfunding Innovation
 - D. Releasing data sets “Open data”
 - E. Free and Open Source Software
 - F. User innovation
 - G. Platform ecosystems
 - H. Accelerators, investment and others

A. Product Platforms

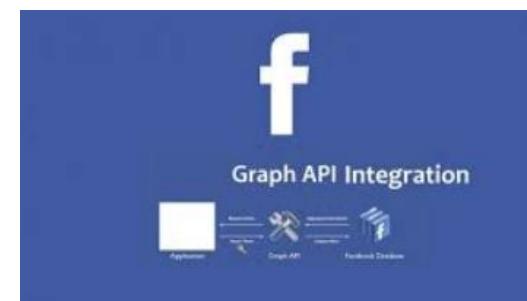
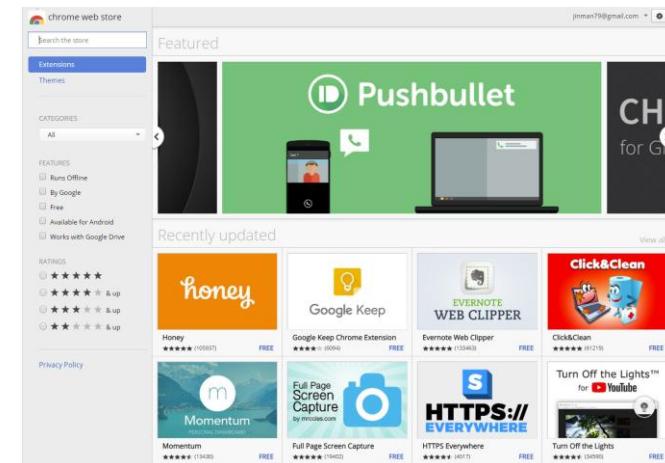
- Concept became popular in the 90s – used for reusable components/design frameworks
 - Foundation of components around which a company builds related products
 - Also known as “product family engineering”
 - Platforms make it possible for companies to:
 - Have a rich line-up of different products with the same core functions
 - At different price-points
 - For different customer types
 - To do so efficiently through re-use of a common platform



Canon DiG!C chip



<http://www.reghardware.com/>



B. Web APIs

- Interfaces for web-based services to interact (usually RESTful APIs)
- Enable modularity on the web
- Used for e.g.:
 - Maps
 - Payment
 - Messaging
- Becoming the underlying infrastructure for a lot of automation

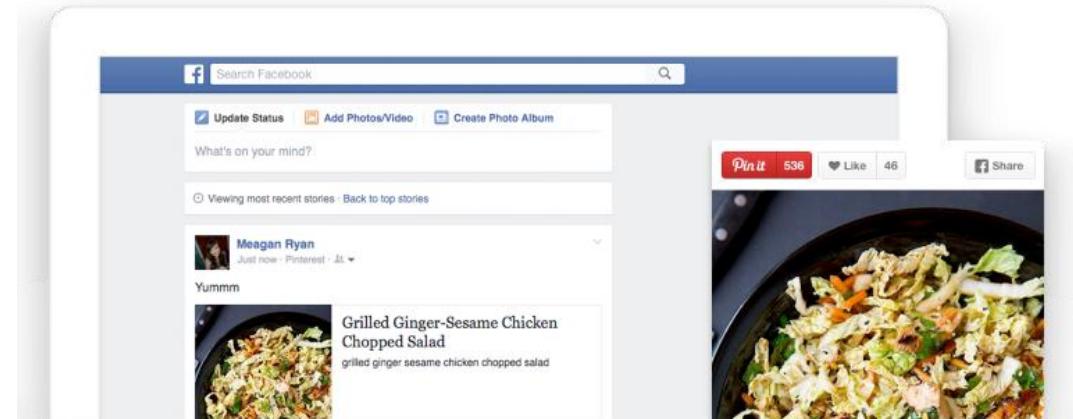
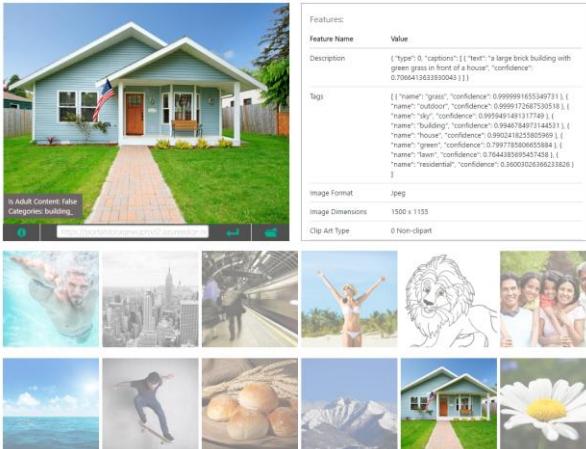


Image: developer.google.com

Examples of Web APIs

- Using APIs for business e.g., ebay, salesforce, etc
- Using APIs to create to businesses e.g., Printcular and Walgreen
- Using API to expand the functionalities of the Personal health record in Australia
- Using API to promote and try to become *dominate* in the Cognitive computing / service sector e.g., Microsoft, Google, IBM, Amazon



API Business models

- Models can be: Free /Developer Pay / Developer Gets Payed / Indirect
- ***API as a product:*** This category implies that the API has a specific money-making goal or serves as a significant or single source of income for the company. By definition, APIs in this category must provide value that is easy to monetize, and is highly competitive or unique
- ***API enhancing existing product:*** A majority of monetized APIs fall into this category. With the main money-making responsibility assigned to another part of the business, API providers have a greater set of business model options, ranging from direct pay-to-play to indirect, commission-based compensation
- ***API promoting existing product:*** Designed to solidify the market position, APIs in this category are often offered for free, and work to attract interest and traffic to the API provider.

Week 5 Distributed innovation II: Crowd innovations; Free and Open source software;

Some approaches to distributed innovation

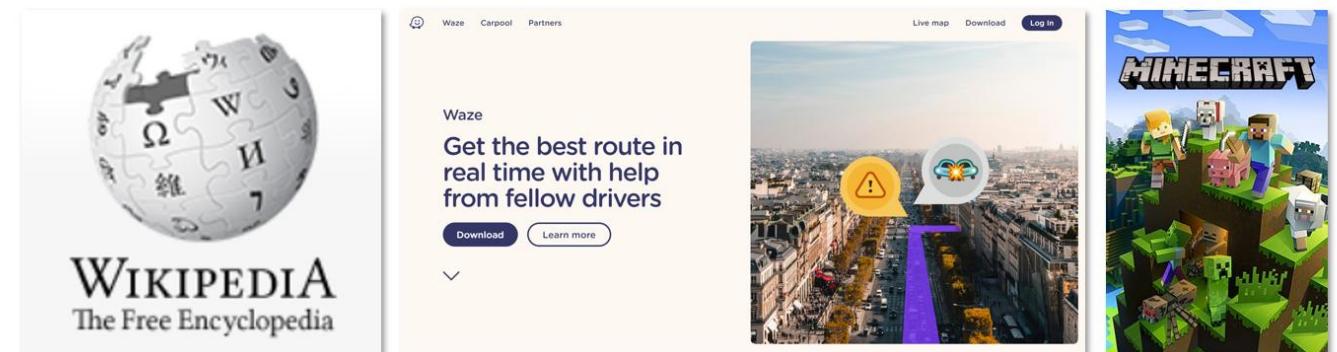
- These are some approaches companies use to get external companies/individuals involved in their innovation:
 - A. Product platforms
 - B. Web APIs
 - C. **Crowdsourcing innovation / Crowdfunding Innovation**
 - D. Releasing data sets “Open data”
 - E. Free and Open Source Software
 - F. User innovation
 - G. Platform ecosystems
 - H. Accelerators, investment and others

C. Crowdsourcing: What is it?

- Original definition (from 2006)
- = Crowd + Outsourcing
- Crowdsourcing represents the act of a company or institution **taking a function once performed by employees and outsourcing it to an undefined (and generally large) network of people in the form of an open call.**

The crucial prerequisite is the use of the **open call format and the wide network of potential laborers.**

- (Jeff Howe, Wired Magazine, 2006)



Crowd Sourcing

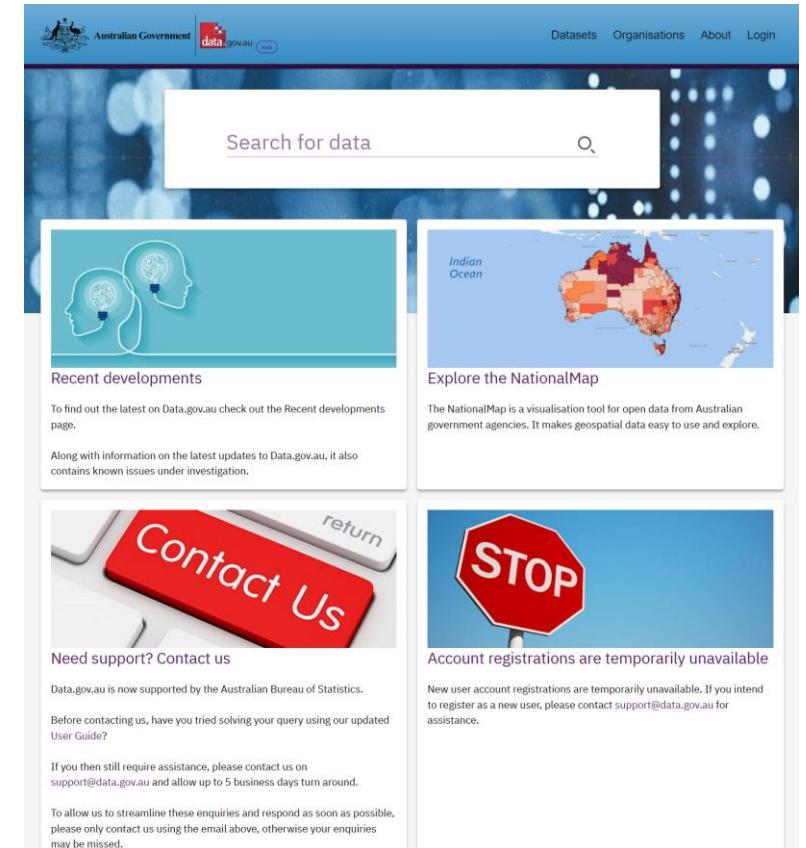
- “Crowdsourcing is a type of participative online activity in which an individual, an institution, a non-profit organization, or company proposes to a group of individuals of varying knowledge, heterogeneity, and number, via a flexible open call, the voluntary undertaking of a task.
- What is it and why people engage
- 4 major types of crowd sourcing: Knowledge, Broadcast search, peer-vetted creation, and distributed human intelligence

D. Releasing data sets

- Value in Open Data
- Many communities are also building open data sets
 - Eg openstreetmap.org
 - Eg openaddresses.io
- Some companies are encouraging users to develop applications using their data

Releasing data sets

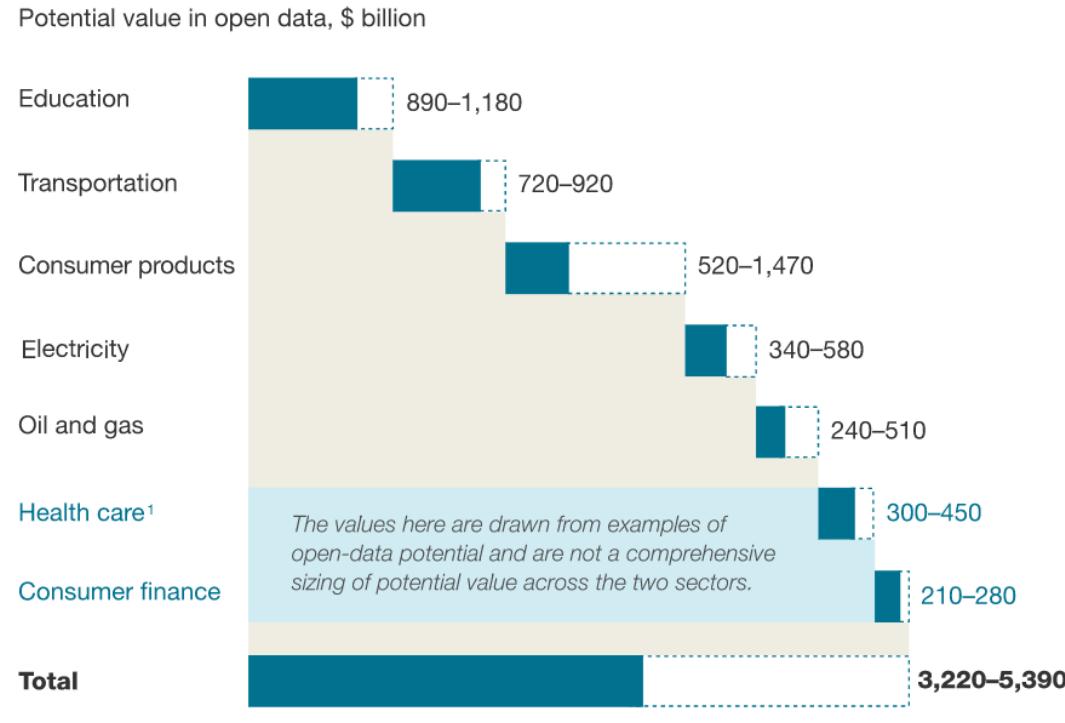
- Many governments have opened up government data (“open data”)
 - In some cases, static data (eg tables of static data)
 - In some cases, live data feeds (eg an RSS feed or data service)
 - The Australian federal government <http://data.gov.au> includes:
 - Electoral boundaries
 - Crime data, census data
 - NSW Government <http://data.nsw.gov.au/> includes:
 - Bus stop data, Electricity consumption data, pollution education etc.



Value in Open Data

Exhibit

Open data can help unlock \$3 trillion to \$5 trillion in economic value annually across seven sectors.



¹Includes US values only.

Source: McKinsey Global Institute analysis

- **Economic value** e.g. increased efficiency, new products and services, and a consumer surplus (cost savings, convenience, better products)
- **Big data's impact** e.g., replacing or supporting human decision making
- **business opportunities** e.g., new product and services
- **Governments to play a central role**

Value in Open Data – Self-reinforcing cycle

- The benefits of open data can be self-reinforcing: they will increase as individuals perceive the advantages and help to improve the accuracy and detail of the information available.
- However, this cycle can gather momentum only if private industry and public agencies cultivate a vibrant open-data ecosystem and implement policies to protect stakeholders.
- For companies, that means putting in place the technologies and talent to collect and analyze data.
- For individuals - as both consumers and citizens - it means being vigilant, savvy providers and users of open data.

Example: Australian Government

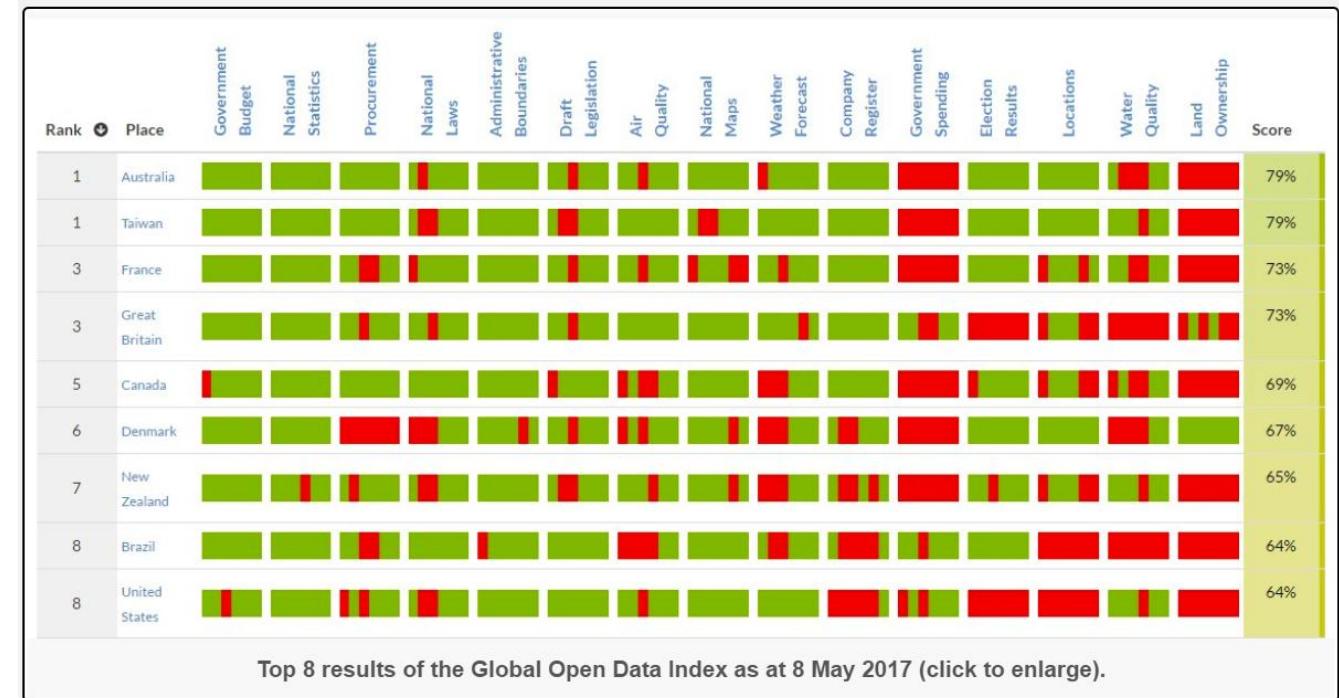
Why Open Data?

"Data is a game-changer for government. Open data provides the intelligence for insight, invention and exploration that translate into better products and services that improve everyday life and encourage business growth."

The Hon. Victor Dominello, MP, Minister for Innovation and Better Regulation, launching the 2016 Open Data Policy



NSW Government Open Data Policy



<https://www.spatialsource.com.au/gis-data/australia-leads-world-open-data>

<http://data.nsw.gov.au/>

<https://www.ipc.nsw.gov.au/open-data-infographic>

E. Free/open source software

- Importance of free and open source software in innovation:
 - In enterprise IT
 - In startups
- Free and open-source licences
 - Permissive vs restrictive
- Open-source business models
 - Types of business models
 - Example of successful business models using open-source software
- Managing the use of free and open-source software
 - Challenges, tools, etc.
- How companies address the challenges of Open-source

Importance of FOSS in R&D and startups

- Most infrastructure used in R&D and startups uses FOSS:
 - Operating systems (e.g. Linux)
 - Containers (e.g. Docker)
 - System configuration management (eg Puppet, Chef)
- Most new software is built using FOSS:
 - Software platforms (e.g. Java, Scala, Python, Ruby on Rails, node.js)
 - Software libraries/frameworks (e.g. Spring framework, glibc)
 - Software build and test automation (e.g. Jenkins, Cucumber)
- Most new software contains FOSS:
 - To reduce time and cost of development
 - To reduce testing and maintenance costs (assuming using stable FOSS)
 - To provide compatibility with other software
 - To focus on the core differentiator of your own software

Challenges in using FOSS in products and services

- Meeting obligations of software licenses (ensuring appropriate notices, etc)
- Possibility of accidentally “contaminating code”
 - E.g. a programmer introduces some GPL (General Public Licence) code from the Internet into some proprietary product code and then the product is released
 - legally, the company should release the proprietary source code
- Ensuring adequate quality of the final product if it includes some open source software of unknown quality
- Avoiding security vulnerabilities in underlying code (that may already be known to hackers)

How can companies address the challenges

- Companies developing products (hardware or software) or services and using open source software should have an open source policy and controls to ensure good governance.
- According to a Gartner report, <50% of Global 2000 IT Companies were planning to implement an open source governance program by 2014.
- In a related survey, only 1/3 of companies surveyed had an OSS policy

Week 6 Distributed innovation III: User innovation; Open Data; Platform Economy

Some approaches to distributed innovation

- These are some approaches companies use to get external companies/individuals involved in their innovation:
 - A. Product platforms
 - B. Web APIs
 - C. Crowdsourcing innovation / Crowdfunding Innovation
 - D. Releasing data sets “Open data”
 - E. Free and Open Source Software
 - F. User innovation
 - G. Platform ecosystems
 - H. Accelerators, investment and others

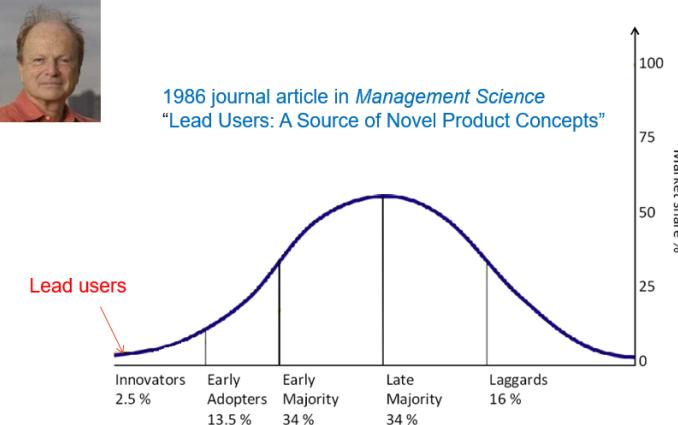
F. User innovation

- Different modes of innovation: Who is doing the innovation?
 - Producer innovation vs user innovation vs open collaborative innovation
- User innovation
 - Why users innovate
 - The importance of user innovation in IT innovation
 - Examples of user innovation
- Lead users
 - Characteristics of lead users
 - Difference between lead users and typical users
 - Why companies engage with lead users



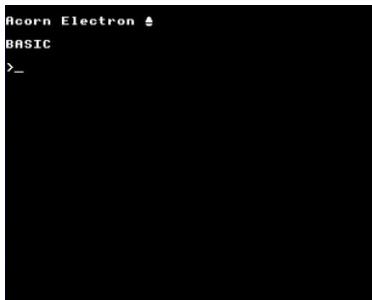
Lead users

1986 journal article in *Management Science*
"Lead Users: A Source of Novel Product Concepts"

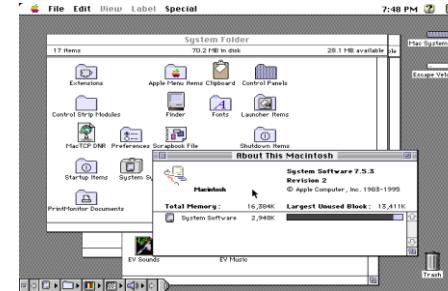


Lead users

- In some product categories (e.g. cleaning products, food products etc), market research focuses on **typical users** (e.g. with interviews, focus groups)
 - The feedback and opinions of typical users can be useful in developing new products.
- For IT and other high tech industries, typical users are not so effective
 - E.g. they often suffer from “**functional fixedness**” (a cognitive bias that limits a person to use an object only in the way it is traditionally used)



Typical users not likely to suggest



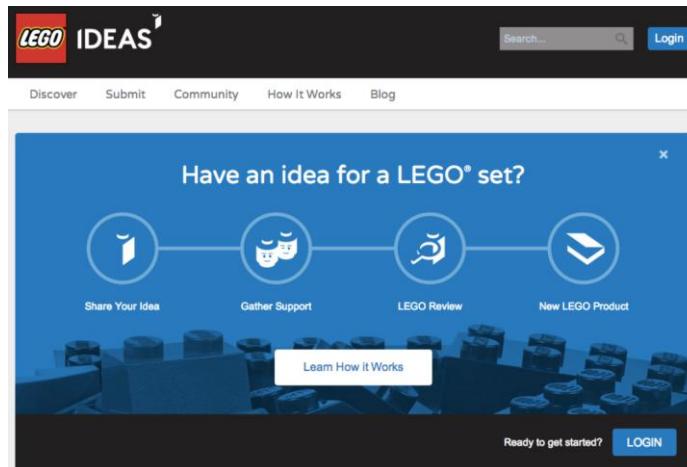
Typical users not likely to suggest



- **Involving lead users often leads to more effective innovation**
- **Lead users may be individuals, companies or communities**

Examples of User Innovations

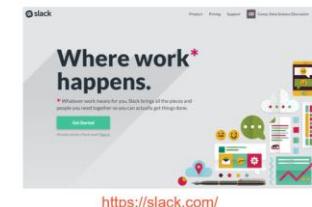
- The World Wide Web
 - created by a worker at a scientific research agency so that the scientists could communicate better
- Geni to Yammer
- Slack
- Lego



flickr
<https://www.flickr.com/>



Glitch is Dead, Long Live Glitch!
Art & Code from the Game Released into Public Domain
<https://www.glitchthegame.com/>



<https://slack.com/>

Maker Movement

- User innovation: becoming an even bigger force in innovation – eg “Maker movement”
- *The Maker Movement is the embodiment of the do-it-yourself, tech community — a celebration of the ever-growing culture bred from the cross section of collaboration and creativity that is continuously recruiting people and ideas and technologies and inviting them to be tested and broken and shared. Makers are everywhere — welding in a garage, tucked away in a lab or DIY-ing on the living room floor — but the community’s unofficial headquarters are all around the nation, and creating a place for makers of all kinds in the form of Makerspaces.*
- IT is a key enabler to rapid increase in IT innovations
- But not only in IT.... there are many other ways for innovation to occur
- Maker movement has made tremendous interest in the past years

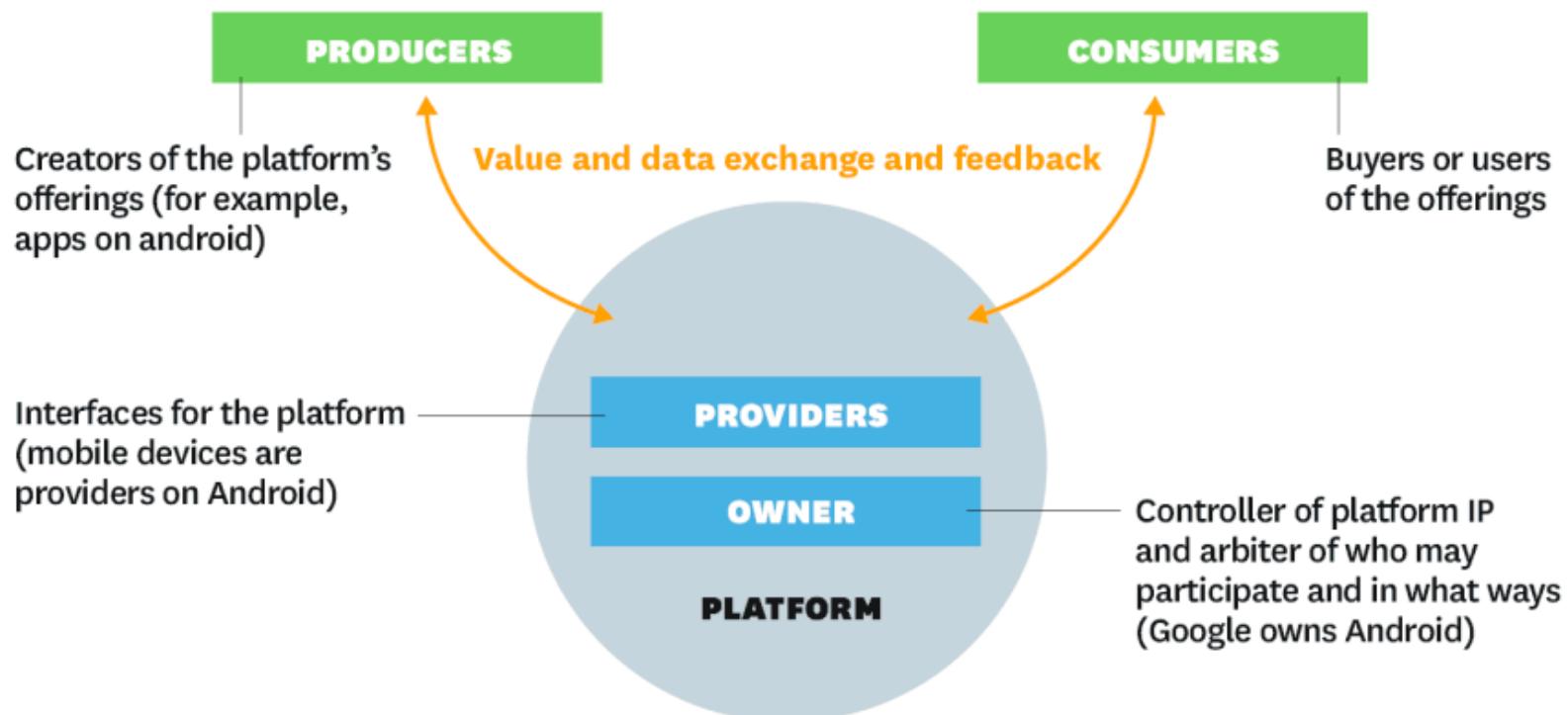
G. Platform Economy Fundamentals

- Platform businesses bring together **producers** and **consumers** in high-value exchanges. Their chief assets are information and interactions, which together are also the source of the value they create and their competitive advantage.
- Importance of Network Effects, and their types
- Importance of ‘self-reinforcing’ cycle
- Modularity
- Product Platform
- Governance – Protocols or Standards
- Platform business
- Platform types e.g., Aggregation, Social, Mobilization, Learning

Main players in a platform ecosystem

The Players in a Platform Ecosystem

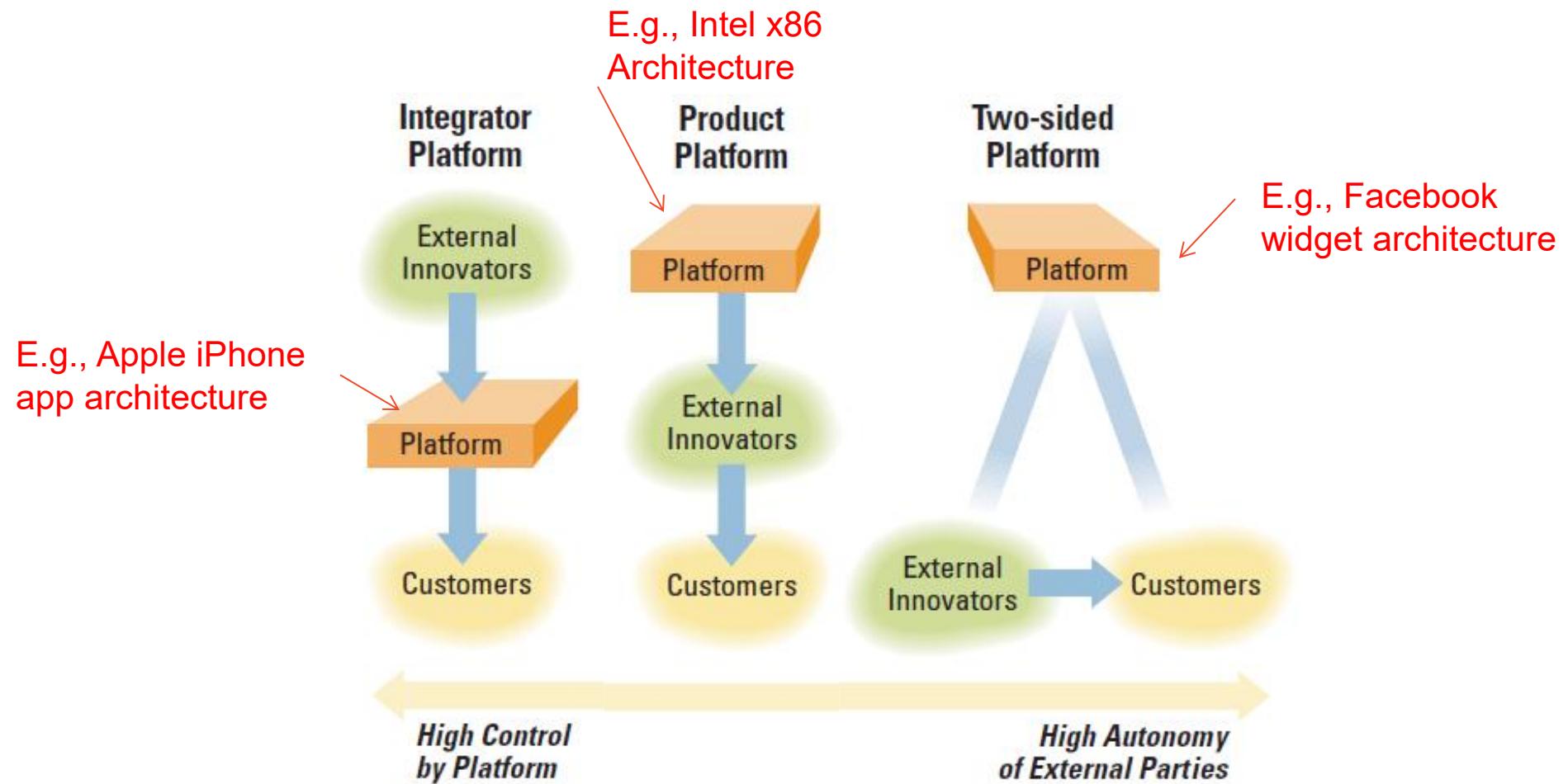
A platform provides the infrastructure and rules for a marketplace that brings together producers and consumers. The players in the ecosystem fill four main roles but may shift rapidly from one role to another. Understanding the relationships both within and outside the ecosystem is central to platform strategy.



SOURCE MARSHALL W. VAN ALSTYNE, GEOFFREY G. PARKER, AND SANGEET PAUL CHOURDARY
FROM "PIPELINES, PLATFORMS, AND THE NEW RULES OF STRATEGY," APRIL 2016

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Different forms of platform businesses



Source: K.J. Boudreau and K.R. Lakhani

Case Studies - Can you Map the examples to Platform economy type?

- Google
- Apple – e.g., iTunes
- Microsoft – e.g., OS, App store
- Amazon
- IBM – e.g., Watson
- eBay
- Samsung
- Oracle
- SAP
- ...
- Producer, Consumer, Provider, Owner
- Aggregate, Social, Mobilise
- How about To Distributed innovation ?
 - Product platforms, Web APIs, Crowdsourcing innovation / Crowdfunding Innovation, Releasing data sets “Open data”, Free and Open Source Software, User innovation

A new Media industry, enabled by Platforms?

- Ninja made almost \$10 million in 2018 with Fortnite
- He also made more than \$500,000 “on a good month” of 2018.
- <https://dotesports.com/culture/news/ninja-made-almost-10-million-in-2018-with-fortnite>
- Microsoft recruits Ninja'd
- <https://arstechnica.com/gaming/2019/08/ninjaed-microsoft-swipes-top-game-streamer-from-amazons-twitch/>
-



Final Menti!

- You initiate a startup with your team. What would be the key skill you'd be bringing onto the table?
- <https://www.menti.com/al744ydp9pv>



'Exam Clinic' Drop-in Session

- Next Monday (10 Nov) 6-8 PM on Zoom

Thank you!

Unit of Study Survey

<https://student-surveys.sydney.edu.au/students/complete/form.cfm?key=uss951246>

