

# Platform Business Model Map Analysis: Amazon Web Services (AWS)

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## Platform Selection and Relevance

As an Enterprise Technology leader at Concentrix, I've selected **Amazon Web Services (AWS)** for this Platform Business Model Map analysis. This choice is strategically relevant because AWS represents the world's leading cloud infrastructure platform, directly aligning with my expertise in cloud-native solutions, infrastructure automation, and enterprise technology transformation. Given my role overseeing Application Services, Enterprise Automation, and Technology Transformation initiatives, understanding AWS's platform ecosystem provides critical insights for client cloud migration strategies and competitive positioning in the \$270B digital IT services market.

AWS exemplifies how infrastructure can evolve from a traditional service offering into a multi-sided platform that creates exponential value through network effects—a transformation pattern I frequently guide enterprise clients through in their digital transformation journeys.

## Platform Business Model Map Analysis: Amazon Web Services (AWS)

### Seven-Column Platform Business Model Analysis

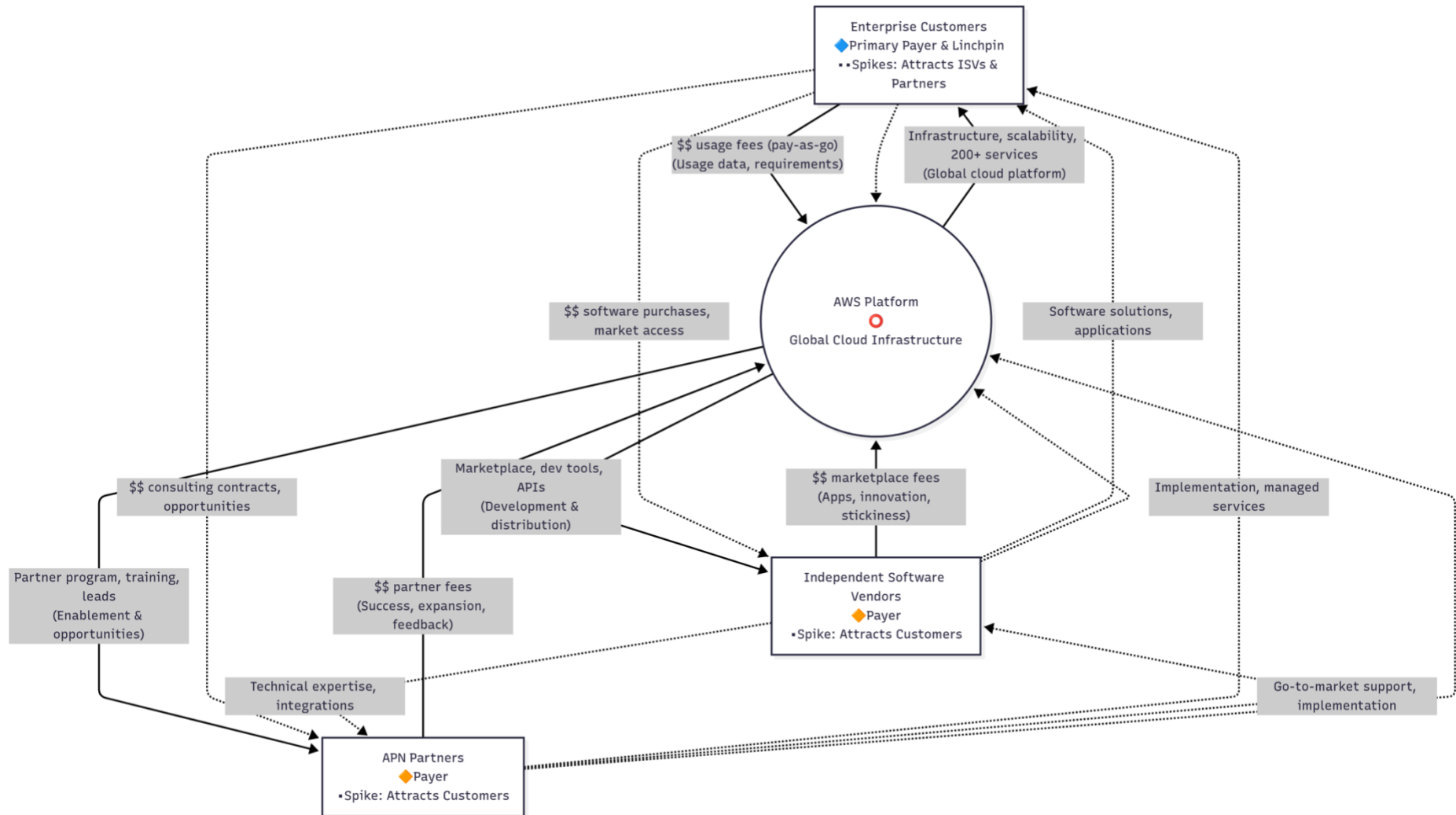
Customer Type	Value Received from Other Customers	Value Received from Platform	Value Provided to Other Customers	Value Provided to Platform	Customers They Attract	Profile
<b>Enterprise Customers</b>	<ul style="list-style-type: none"> <li>Specialized software solutions (from ISVs)</li> <li>Industry-specific applications (from ISVs)</li> <li>Implementation services (from APN Partners)</li> <li>Managed services &amp; consulting (from APN Partners)</li> </ul>	<ul style="list-style-type: none"> <li>Cloud infrastructure (compute, storage, networking)</li> <li>Global scalability &amp; availability</li> <li>Security &amp; compliance frameworks</li> <li>200+ managed services</li> </ul>	<ul style="list-style-type: none"> <li><b>\$ software purchases</b> (to ISVs)</li> <li>Market demand &amp; use cases (to ISVs)</li> <li><b>\$ consulting contracts</b> (to APN Partners)</li> <li>Implementation opportunities (to APN Partners)</li> </ul>	<ul style="list-style-type: none"> <li><b>\$ usage fees</b> (primary revenue)</li> <li>Platform utilization data</li> <li>Success stories &amp; case studies</li> <li>Feature requirements &amp; feedback</li> </ul>	<ul style="list-style-type: none"> <li>ISVs</li> <li>APN Partners</li> </ul>	Primary Payer - Linchpin
<b>Independent Software Vendors (ISVs)</b>	<ul style="list-style-type: none"> <li><b>\$ software revenue</b> (from Enterprise Customers)</li> <li>Market access &amp; customer base (from</li> </ul>	<ul style="list-style-type: none"> <li>AWS Marketplace distribution</li> <li>Development tools &amp; APIs</li> <li>Technical support &amp; documentation</li> </ul>	<ul style="list-style-type: none"> <li>Specialized applications (to Enterprise Customers)</li> <li>Industry solutions &amp; innovation (to</li> </ul>	<ul style="list-style-type: none"> <li>Marketplace listings &amp; variety</li> <li>Platform innovation &amp; stickiness</li> <li>\$ marketplace</li> </ul>	Enterprise Customers	Payer

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	Enterprise Customers)	<ul style="list-style-type: none"> <li>• Global infrastructure access</li> </ul>	Enterprise Customers)	commission fees		
	<ul style="list-style-type: none"> <li>• Implementation support (from APN Partners)</li> <li>• Go-to-market assistance (from APN Partners)</li> </ul>		<ul style="list-style-type: none"> <li>• Technical expertise (to APN Partners)</li> <li>• Integration opportunities (to APN Partners)</li> </ul>	<ul style="list-style-type: none"> <li>• Technical feedback &amp; requirements</li> </ul>		
<b>AWS Partner Network (APN) Partners</b>	<ul style="list-style-type: none"> <li>• <b>\$ consulting revenue</b> (from Enterprise Customers)</li> <li>• Implementation contracts (from Enterprise Customers)</li> <li>• Software integration opportunities (from ISVs)</li> <li>• Technical collaboration (from ISVs)</li> </ul>	<ul style="list-style-type: none"> <li>• Partner program benefits &amp; tiers</li> <li>• Training &amp; certification programs</li> <li>• Lead sharing &amp; co-selling</li> <li>• Marketing development funds</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation services (to Enterprise Customers)</li> <li>• Managed services &amp; consulting (to Enterprise Customers)</li> <li>• Go-to-market support (to ISVs)</li> <li>• Customer implementation expertise (to ISVs)</li> </ul>	<ul style="list-style-type: none"> <li>• Customer success &amp; retention</li> <li>• Geographic market expansion</li> <li>• \$ partner program fees</li> <li>• Field feedback &amp; requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Enterprise Customers</li> </ul>	Payer

# Platform Business Model Map Analysis: Amazon Web Services (AWS)

## Platform Business Model Map Visual



## Platform Business Model Map Analysis: Amazon Web Services (AWS)

### Platform Attraction Map



### Strategic Insights and Business Implications

#### Network Effects Analysis

AWS demonstrates powerful **indirect network effects** where Enterprise Customers (the linchpin) create demand that attracts both ISVs and Partners. As more enterprises adopt AWS, it becomes more attractive for software vendors to build on the platform and for partners to develop AWS expertise. This virtuous cycle has enabled AWS to capture 33% market share in cloud infrastructure.

## Platform Business Model Map Analysis: Amazon Web Services (AWS)

### Platform Evolution Strategy

AWS evolved from internal infrastructure to external platform, then to marketplace ecosystem. The three-sided model shows how infrastructure-as-a-service naturally extends to platform-as-a-service through network effects, creating sustainable competitive advantages beyond cost and features.

### Competitive Differentiation Through Ecosystem

The multi-sided model creates significant barriers to entry. Competitors like Microsoft Azure and Google Cloud must simultaneously attract enterprises, ISVs, and partners—explaining AWS's continued market leadership despite increasing competition.