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Scaling Digital Commerce Into a Digital Platform Business

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Supporting Key Initiative is [Digital Commerce Technologies](#)

Digital commerce is a flagship example of digital business that has existed for over a decade. Application leaders for digital commerce can lead their organizations' digital initiatives and drive new business and revenue by scaling digital commerce into digital platform businesses.

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Overview

Key Challenges

- Many organizations deploy digital commerce with a goal of digital transformation but are not yet ready to achieve that because they focus on optimizing performance rather than transforming the business.
- Because many CEOs are lagging in their understanding of digital business, application leaders are failing to create new growth opportunities through product and service innovation, better customer experience, or Internet of Things (IoT) technologies.
- Although application leaders are highly skilled at dealing with complex digital commerce technologies and enabling innovative customer experience, they still struggle to create value using new business models.

Recommendations

Application leaders supporting digital commerce technologies:

- Help your business to design and enable new products by evolving your role from "IT partner" to "digital builder" by showcasing new business opportunities, and then to "digital pioneer," by building new capabilities.
- Educate executives and business leaders by outlining the benefits of creating a platform business — and the risks of *not* experimenting with new business models.
- Identify your ideal platform business model by brainstorming about products and services that can be adapted to the model, and experimenting to see which models fit with your risk appetite, capabilities and strategic objectives.
- Develop a roadmap for the platform business by creating a vision of where your organization wants to be in five to 10 years.

Strategic Planning Assumption

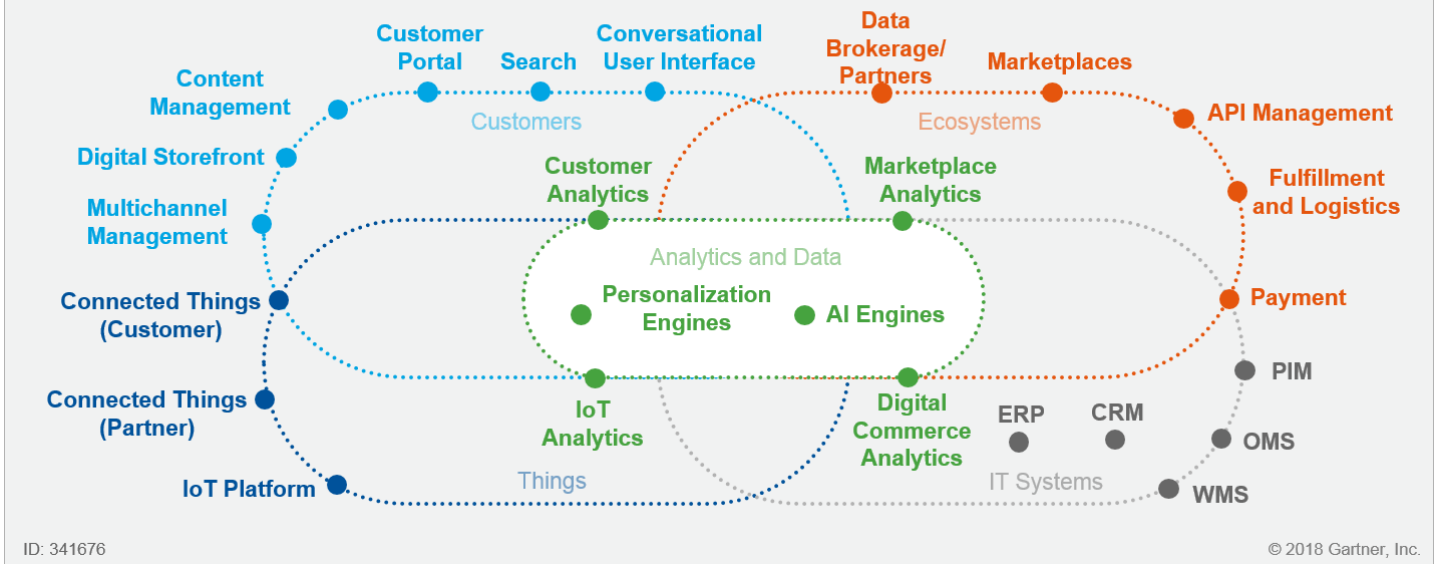
By 2022, 10% of the organizations running digital commerce will build that into a platform business to transform into digital businesses, and 60% of those will use an open ecosystem to scale the growth.

Introduction

A primary reason that organizations invest in digital commerce is for digital transformation (see "[User Survey Analysis: Digital Commerce Platform Growth Trends and Directions, 2017](https://www.gartner.com/document/code/311613?ref=grbody&refval=3847506)" (<https://www.gartner.com/document/code/311613?ref=grbody&refval=3847506>)). Digital commerce is, in fact, a flagship example of a digital business platform that leverages each of the five components of the underlying technology platform (see Figure 1) to enable digital business. Up to 80% of the digital platform technologies required to support wider digital business initiatives already exist in digital commerce, and many digital businesses will evolve from a digital commerce starting point.

Figure 1. Digital Commerce Plays in The Five Components of a Digital Platform

The Five Components of a Digital Platform



AI = artificial intelligence; API = application programming interface; CRM = customer relationship management; ERP = enterprise resource planning; IoT – Internet of Things; OMS = order management system; PIM = product information management; WMS = warehouse management system

Source: Gartner (January 2018)

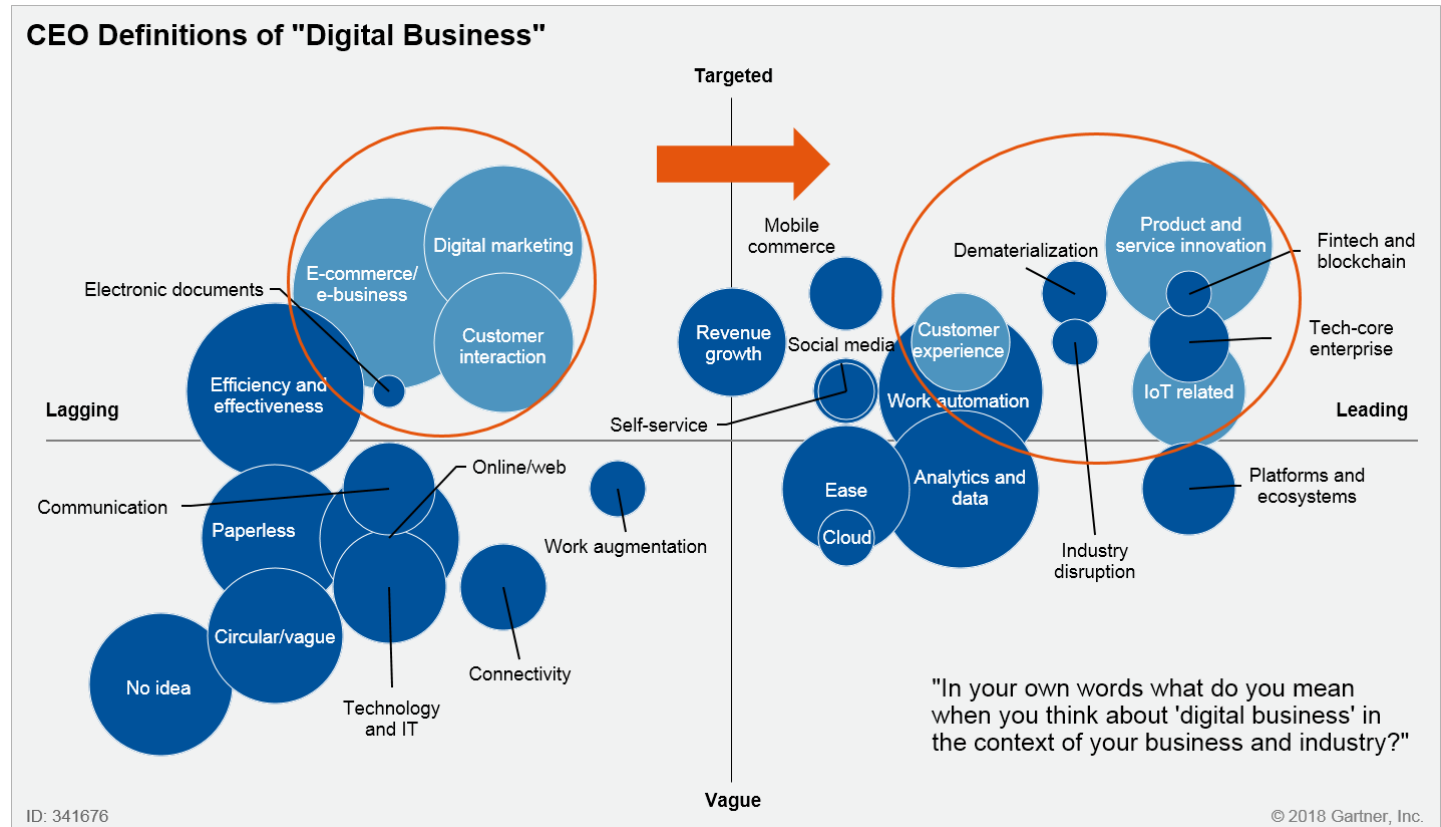
The five components of a digital platform are:

- **Customers:** Digital commerce has extended from a transaction-oriented focus to include customer experience as an integrated success factor. It uses multiple technologies and services to drive traffic to commerce sites, and to optimize customer experience to improve user conversion and customer loyalty.
- **Things:** This is an emerging trend in digital business where commerce is delivered over connected "things" such as speakers, cars, home appliances and industrial equipment (see "[Thing Commerce: IoT-Enabled Digital Commerce](https://www.gartner.com/document/code/300289?ref=grbody&refval=3847506)" (<https://www.gartner.com/document/code/300289?ref=grbody&refval=3847506>) for more information).
- **IT Systems:** The digital commerce platform is integrated with a number of systems (such as ERP, CRM, PIM, OMS, manufacturing and supply chain). These dynamically exchange data in order to convert visitors into customers within a limited time period when the visitors are on the site.
- **Ecosystems:** Digital commerce marketplaces are the most common ecosystems with which digital commerce connects, and there are other providers such as those for logistics, data and payment. APIs are a common way to connect with all partner systems.
- **Analytics and Data:** This is central to digital commerce customer experience and business performance. Typical solutions include personalization engines, customer journey analytics, fraud management and customer analytics.

The challenge is that organizations often have limited understanding of the potential of digital commerce and view it as a sales channel (where the customer is the primary target, and selling product is the ultimate goal). Figure 2 shows that many CEOs still think of e-commerce as a form of digital business, along with digital marketing and customer interactions.

What they really need to do is look at digital business with product and service innovations, IoT and customer experience in mind. This will help them to get more value and growth out of digital commerce.

Figure 2. CEO Definitions of the Term "Digital Business"



Source: Gartner (January 2018)

For digital commerce to achieve scale, it needs to shift away from today's focus of optimizing performance through digital marketing and transactions, and toward transforming the business with product and service innovations, differentiated customer experience, and use of IoT technologies. This will help organizations generate growth from new product offerings, new ways of selling, new sources of revenue and new business models. The platform business is a key way for digital commerce to enable the expectations of CEOs who regard growth as their top strategic priority for 2017/2018 (see ["2017 CEO Survey: CIOs Must Scale Up Digital Business"](https://www.gartner.com/document/code/326068?ref=grbody&refval=3847506) (<https://www.gartner.com/document/code/326068?ref=grbody&refval=3847506>)).

Gartner defines platform, platform business and platform business models as:

- **Platform:** The combination of technologies that enables platform business models. Platforms share assets such as data, algorithms and transactions (both monetary and nonmonetary) with business ecosystems to match, create and exchange services

- **Platform business:** An organization that enables value-creating interactions between people, businesses and things.
- **Platform business model:** A design that consummates matches among providers and consumers (also referred to as users) and/or facilitates the creation and/or exchange of goods, services and social currency, so that all participants are able to capture value.

Application leaders supporting digital commerce are in a good position to lead digital business initiatives as they are well-versed in digital platform components, and have been dealing with a large number of complex digital technologies and external partners. They will be able to follow the recommendations in this research and scale their existing digital commerce into digital platform businesses.

Analysis

Help Your Business to Design and Enable New Products by Evolving Your Role

Instead of seeing digital platforms as a "new thing," application leaders need to understand that many organizations with a mature digital commerce business already have most of the components required to drive a digital business. Digital commerce leaders are therefore well-positioned to lead digital business initiatives and scale digital commerce into a digital platform business as they already have the requisite skills and experience:

These include:

- Experience of dealing with a variety of digital commerce partners including suppliers, distributors, marketplaces and technology and service providers.
- An understanding of the complexity of digital technologies. Digital commerce platforms need to be integrated with an ecosystem of applications that include CRM, ERP, supply chain, marketing, operations, payment, analytics, logistics as well as IoT devices. Digital commerce leaders already have the right skills to deal with APIs, integration and using analytics to drive business performance.
- The ability to use the technology required to enable a "frictionless" customer experience a key component of digital platforms.
- An understanding of the connections between digital technologies and strategic objectives, and a willingness to work in close collaboration with business leaders driving business growth.
- Familiarity with the industry best practices and technology innovations (such as IoT and chatbots) that will help to keep the organization ahead of the competition.

Digital commerce application leaders should take the lead and kick-start digital transformation within their organizations.

In cases where there is already an incumbent leader for digital transformation, digital commerce application leaders should collaborate with them and become a catalyst for change. They should also understand the

new opportunities brought by the platform business models (as seen below) and think how these can be applied to their organizations.

Recommendations:

- Start by moving away from being an "IT partner" and toward becoming a "digital builder" by showcasing the business opportunities available through a digital commerce platform. Work out how to remove the barriers that prevent your organization from designing and enabling these new products and services.
- Present solutions to these barriers and evangelize the change needed to help the business to design and enable new products. Then move from being a "digital builder" to being a "digital pioneer" to leverage technologies to build new capabilities, new business models and new revenue streams.

Educate Executives and Business Leaders by Outlining the Benefits of Creating a Platform Business

Organizations running digital commerce are familiar with digital technologies and have been dealing with external partners, yet that doesn't make a platform business. Platform businesses generate new sources of revenue by creating new ways of selling and doing businesses. Digital commerce application leaders should educate executives and business leaders of the benefits of a platform business and the urgency of getting involved in such an initiative.

Benefits of scaling digital commerce into a platform business include:

- **Creating value:** This includes higher product sales, new and enriched product offerings, better customer engagement, higher partner loyalty, closer partnerships, and new ways of doing business.
- **Increase industry reputation and influence:** Organizations creating a platform business can share resources such as customers, providers and technologies with partners to increase their influence. When they move to new business models, they increase industry reputation by upgrading or disrupting existing businesses.
- **Learn from digital leaders and receive business benefits:** Organizations participating in platform businesses can learn how digital leaders design, implement and operate digital platforms. By participating in these platforms, organizations benefit from the latest technologies and expanded their customer reach.
- **Kick-start digital transformation:** Scaling digital commerce is a good start to embarking on the digital transformation journey, as it is already a digital business (albeit narrowly defined) and has many of the components needed for a digital platform. Business and IT leaders are already familiar with the concept of digital commerce, and there are a large number of metrics to enable easier ROI calculation.

Risks of not developing a platform business include:

- **Lagging growth:** Multidirectional transactions between customers, partners and providers will bring the kind of exponential growth that is not possible with the unidirectional transactions from seller to buyers

seen in traditional digital commerce.

- **Lagging innovation:** Even joining other platforms will allow organizations to learn about the latest technologies and new ways of doing business. Creating a platform business of their own allows organizations to practice what they have learned, as well as offering an opportunity to put their own ideas into reality. Not doing so will see organizations being left behind, or worse, disrupted by those that create a platform business.
- **Potential loss of business:** Customers and partners may view organizations that are not willing to develop a platform business as conservative and not ready to embrace changes and adapt to the future. This could potentially turn them away to the competition.

Platform businesses don't always lead to immediate revenue as some are designed to enrich the offering by creating an ecosystem. Amazon Alexa is an example of a platform that allows organizations to build skills to enrich services to end customers. While the platform is free to participating organizations and customers, the enhanced customer experience contributes to customer loyalty and encourages repeat purchases on Amazon. The ecosystem created around Alexa increases the influence and reputation of Amazon as a digital leader, giving it a strong position in establishing new partnerships for new businesses.

Recommendations:

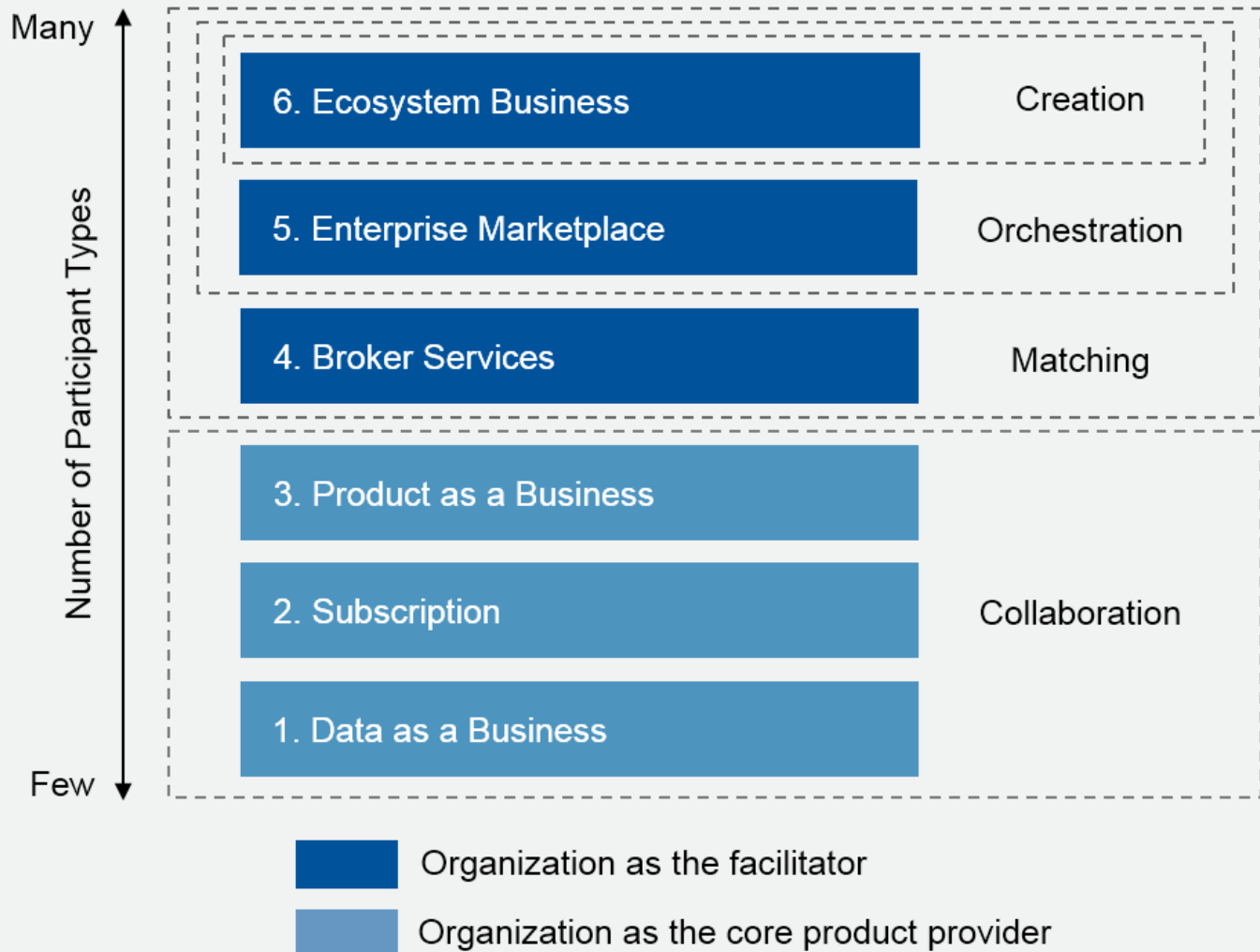
- Educate executives and business leaders of the benefits of platform businesses and risks of not experimenting with new platform business models.
- Create urgency by conducting market analysis to show what the competition and industry leaders are doing with their platform businesses.
- Obtain senior management sponsorship to develop a platform business strategy around digital commerce.

Identify Your Ideal Platform Business Model

While technology is an important component of digital business, it is how you use technologies to enable new ways of doing business that makes a difference. Platform businesses create new value by doing things in new ways. Gartner identifies four types of platform business models in "[Platform Business Models That Adapt and Disrupt](https://www.gartner.com/document/code/322502?ref=grbody&refval=3847506)" (<https://www.gartner.com/document/code/322502?ref=grbody&refval=3847506>) — collaboration, orchestration, matching and creation, and there are six models in the context of digital commerce (see Figure 3). These models create new opportunities by changing how digital commerce is done, and by extending digital commerce to more parties. For example, the subscription model changes one-time sale into an ongoing relationship with the customer with the lock-in effect, and enterprise marketplaces get customers and partners onto the same platform for enriched offerings and higher sales.

Figure 3. Platform Business Models for Digital Commerce

Platform Business Models for Digital Commerce



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Source: Gartner (January 2018)

The six platform business models are ranked by the number of participant types involved:

- Data-as-a-business, subscription and product-as-a-service models have fewer types of participants, and these are often split between the organization, its direct customers and a small number of suppliers.
- The broker services model has a large number of buyers and providers using the platform facilitated by the organization.
- Enterprise marketplaces have more types of participants and may include suppliers, channel partners, partner product and service providers, technology providers and customers.
- Ecosystem business sees the most types of participants as it tries to engage various types of players to form an ecosystem that (directly or indirectly) benefits the sponsoring organization.

- Data-as-a-business, subscription and product-as-a-service models focus on an organization's core offerings where the organization functions as the primary provider, while broker services, enterprise marketplaces and ecosystem business models see organizations as a facilitator that enables transactions for platform participants.

1. Data as a Business

Digital commerce generates a lot of data that ranges from browsing, purchasing and searches to user reviews, customer service, delivery and multichannel interactions. Organizations can commercialize such data by selling or licensing the data itself, or by exploiting the insight extracted in the form of data sales, revenue sharing and data exchange.

Examples include:

- **Data sales:** UnitedHealth, a health insurance company, sells insights gathered from claims to drug and healthcare providers to help them offer better products and services. Cargill sells insights from its internal database which was built over decades of research as a data and analytics software that help farmers increase crop yields.
- **Revenue sharing:** A major bank shares credit card transaction data with a service provider to help merchants find targeted shoppers, and shares the service revenue with the provider.
- **Data exchange:** iRiding, a Chinese bicycle manufacturer, shares data about customer riding patterns with gear-set manufacturer Shimano to help with its component design in exchange for access to encrypted gear signals.

Data as a business can be a collaboration model in which organizations partner with external data providers or brokerages to enrich the internal data gathered from digital commerce. It can share the data in the original format such as GPS location, it can abstract and package the data into insights such as segment buying patterns, or it can build a software tool around it (as in the Cargill example).

2. Subscription

Subscription is the standard selling model in media, content, software and digital services, and is also emerging in physical products. Brands looking to sell directly to customers are starting to use this model, and their control over the manufacturing process allows them to use personalization and customization to differentiate the offering from their distributor and marketplace channels. This changes the selling model from a one-time deal to an ongoing relationship with a customer with the added benefits of the lock-in effects so businesses get more-predictable, recurring revenue from the same customer. Products with highly predictable consumption schedules, or high-frequency purchase patterns, are better suited for subscription models. Food, grooming, fitness, beauty and fashion are popular categories here.

Subscription models become collaborative when organizations source products from a number of otherwise unconnected suppliers, and sell them as a package. Examples include Dollar Shave Club (grooming), Birchbox (beauty), Blue Apron (cooking), Bulu Box (health), Pact (coffee) and RunnerBox

(fitness). If organizations only provide their own products, and offer subscription as a new billing model, then that is not a platform business model but more a digital commerce model. However, building a subscription model with your own products first can build the right support, assets, and technology to then extend into a platform business model.

3. Product as a Service

Organizations can turn physical product sales into services that lead to recurring revenue. These services tend to be "stickier" than selling physical products, as they create an ongoing relationship with the customer, and provide a better customer experience by tailoring the service to individual needs and consumption patterns. This may also reduce upfront investment and/or ongoing usage costs.

This can be achieved in the following ways:

- **Automatic replenishment:** Smart things — such as home appliances and industrial equipment — can monitor use and automatically replenish consumable products before supplies run out. HP Instant Ink offers monthly plans based on the number of pages printed, and sends customers new printer cartridges before the ink runs out. Fastenal's industrial vending machines feature automated stock reordering and help clients save costs by tracking employee consumption.
- **Predictive maintenance and cost optimization:** Industrial manufacturers such as GE, Siemens, Bosch and Rolls-Royce have established service divisions that use embedded sensors and analytics software to help clients better manage industrial equipment. This leads to more uptime, longer lifetimes and lower operating costs.
- **Product rentals:** Vehicle manufacturers including Daimler, Mercedes-Benz, Audi, BMW and Ford are offering rental services not only by the day, but also by the hour in urban cities as consumer transportation preferences shift. Industrial equipment manufacturers such as Caterpillar and Komatsu are also offering rental services to reduce the upfront capital outlay and take care of maintenance needs for clients. Rent the Runway offers couture clothing rentals, giving customer access to outfit choices that would otherwise be beyond their budgets.
- **Experience-driven commerce:** Organizations make the shift away from product sales driven by catalog searches, and into experience-driven sales when they design narratives and services that are personalized to each customer's needs and preferences. Stitch Fix, for example, ships curated fashion items that match each customer's profile and preferences, and lets them keep those that they like and return those that don't work free of charge. Customers save time and effort selecting items, and have the comfort of trying products on at home with plenty of time to consider. The service goes beyond personalized product recommendations, a technique often used in digital commerce, to offer an end-to-end shopping experience.

Product as a service is a collaboration model, as organizations need to work with partners. For example, vehicle manufacturers could work with parking facilities and meter operators to enable car rentals by the hour; or fashion retailers could work with freelance stylists to suggest items for customers.

4. Broker Services

This model can be viewed as a marketplace designed to facilitate resource optimization between providers with a specific type of spare resources and buyers needing that resource. Uber and Airbnb are both examples of digital platforms that enable people with time or assets to spare to offer them to others. EquipmentShare allows contractors to rent construction equipment among themselves, making use of the machine's idle time. It installs sensors on equipment to allow owners to track the status and whereabouts of the machine. Scientist.com enables organizations and individuals to find qualified researchers with domain expertise to speed up research and innovation initiatives.

Organizations can choose to charge a fee for such services, or offer them for free as a way of increasing customer loyalty and encouraging repeat purchases. This model can place heavy demands on platform operations in terms of member qualification, rating, product validation, tracking, insurance, logistics, delivery and payment. Organizations can either run this model as a private platform where they only allow their own customers to trade, or open the platform to everyone to maximize exposure.

5. Enterprise Marketplace

Online marketplaces have been around for a long time, and many organizations have used these to drive online sales. However, marketplaces operated by organizations whose primary business is more traditional are quite new. This is an enterprise marketplace model. Such marketplaces are often initially built to serve existing customers and partners, and can be extended to a wider scope of participants. Early adopters of enterprise marketplaces tend to already have large numbers of customers and partners, and include airports, shopping malls, real estate developers and manufacturers. While enterprise marketplaces can be designed to drive product sales (as in the case of Frankfurt Airport), there can be other purposes. ¹

(#dv_1_mastering_omnichannel)

The potential benefits of enterprise marketplaces include:

- **Enriched offerings:** COFCO, the leading agriproduct provider in China, has a global network of production, procurement and trading partners that provide Chinese consumers with quality and specialty food from around the world. It has an online B2C marketplace where most products are sourced and sold by COFCO, but it also invites other brands with specialty products from regional markets to open stores on the marketplace, offering product categories that are not available from COFCO.
- **Increase loyalty:** EURONICS, a German purchase cooperative that includes over 1,800 retailers, operates a marketplace where retailers maintain their own stores and customer relations. This partnership offers a multichannel experience where customers can define their pickup or delivery options. By doing so, EURONICS increases loyalty from retailers and end customers.
- **New businesses:** ICBC, the largest commercial bank in China, operates a branded B2C marketplace where merchants manage their own stores, and which supports various payment options including bank accounts, bank cards, credit payment and rewards points from ICBC cardholders. More importantly, the bank sees the merchants' order booking and transaction data, which is then used for financing decisions and banking product recommendations. Such practices were once very time-consuming and costly, and sometimes even impossible without such data. This is now a common business model used by many Chinese banks.

Enterprise marketplaces is an orchestration and matching model. Organizations automate the selling process for partners by providing technologies, data and services, and match buyers with sellers. The marketplace model enables multidirectional transactions among participants where product and service providers, solution vendors, channel partners and agents can trade between each other.

6. Ecosystem Business

Organizations should build an ecosystem business if they want to engage with a wider range of partners. This often leads to enriched services, better customer and partner satisfaction, and direct or indirect increases in revenue. The difference between the enterprise marketplace and the ecosystem model is that marketplaces are primarily designed to drive sales, while ecosystems encourage sharing and contribution between participants that may or may not lead to product sales.

Examples of the ecosystem business model include:

- **Amazon Alexa** exposes voice recognition and virtual assistant capabilities to developers and in turn has enriched its own platform by offering over 25,000 third-party "skills." Not all of these skills lead to direct revenue as most offer better functionality or more-intimate customer engagement. But as customers come to rely more on Alexa, they also become increasingly loyal to Amazon and its services.
- **WeChat**, the top social chat app in China, offers APIs that enable organizations to connect with customers through marketing, customer service and commerce, and use WeChat for digital workplace collaboration. It offers these functions for free and monetizes them through advertising and traffic referrals for its gaming platform. It has become an ecosystem that connects businesses and customers on multiple fronts.
- **Xiaomi**, a Chinese mobile phone manufacturer, has created an ecosystem for smart products with participants from suppliers, OEMs and startups. Xiaomi shared its expertise in product design, supply chain management and brand marketing, and holds a small equity stake in each product company in the ecosystem. Product companies benefit from Xiaomi's brand and distribution channels, and Xiaomi gets financial returns as product companies quickly scale up with shortened time-to-market and high-volume sales.

Other organizations such as Barclays, John Deere and Best Buy have also developed platform businesses to engage partners and developers. They do this by sharing data, analytics and capabilities via APIs, and in turn benefit from enriched offerings, new revenue streams, and better customer and partner satisfaction.

Building an ecosystem business is the most demanding of the six models listed here, as it bears the highest risks as well as the biggest rewards when things work out.

The potential benefits of having your own ecosystem include:

- End-to-end control of technologies, processes and user experience.
- Enriched offerings for end users and partners.
- Engaged partners and customers leading to higher satisfaction and loyalty.

- New revenue from revenue share and/or service fees from partners and developers, and increased product sales to end customers.
- Improved market visibility and industry reputation.

This model also comes with risks and challenges that include:

- Substantial upfront investment in developing the API architecture.
- Continuous investment in platform features to appeal to developers.
- Design platform incentives, governance and partner engagement mechanisms.
- Organizational challenges mean that some functional departments need to collaborate and decide what data and features to expose, and the mechanisms that will be required for performance evaluation and ongoing development.

The ecosystem business model is a creation model. It is a platform for all participants to contribute to and benefit from, as well as an orchestration and matching model where the organization provides the technology and processes, and matches interest among various participants. The ecosystem model is an endeavor more likely to be undertaken by organizations with strong brands, deep pockets and substantial R&D competence. Organizations that don't feel this fits their appetite or resources could choose to join other ecosystems to avoid such risks while still gaining the benefit of extended customer reach.

The six models mentioned above are not mutually exclusive, and organizations can have multiple models in parallel. For example, they could run a data business out of digital commerce, package products into services, and operate a marketplace for third parties. They should experiment with various business models, get feedback from employees, customers and partners, and scale digital commerce with the models that work.

Recommendations:

- Understand the six platform business models for digital commerce, and brainstorm about the products and services that can be adapted to the platform business model.
- Experiment with various models to see which ones fit with your risk appetite, capabilities and strategic objectives.
- Run multiple models if they all work.

Develop a Roadmap for the Platform Business

Organizations often start by optimizing digital commerce performance with digital technologies to gain incremental benefits. This is perfectly fine. Optimization without a change of business model can also deliver great value. However, it is important to have a vision of where the organization wants to be five to 10 years down the road, as the technological environment will be very different, and the expectations of

customers and partners will have changed (see "[Top 10 Strategic Technology Trends for 2018](https://www.gartner.com/document/code/327329?ref=grbody&refval=3847506)" (<https://www.gartner.com/document/code/327329?ref=grbody&refval=3847506>)).

Application leaders, together with business leaders, should build a roadmap for the platform business that guides them through the journey from optimization to transformation (see "[Digital Business Ambition: Transform or Optimize](https://www.gartner.com/document/code/333254?ref=grbody&refval=3847506)" (<https://www.gartner.com/document/code/333254?ref=grbody&refval=3847506>)). You can start by focusing on the core product offerings where the organization is the primary provider such as subscription and product as a service. When you are comfortable with these business models, experiment with the models that involve more types of participants.

Recommendations:

- Develop a vision of where your organization wants to be in five to 10 years, considering the technological evolution that will change your operating environment and the evolving expectations of customers and partners.
- Build a platform business roadmap to move from optimizing digital commerce to transforming the business using platform business models.
- Assess and build your API ecosystem, which is critical to enabling many types of digital commerce functionality, and will underpin your platform business models.

Case Study

Frankfurt Airport (Fraport) in Germany developed a platform business (using an enterprise marketplace) model to offer improved customer service and better retailer engagement, and to drive digital commerce revenue. ² ([#dv_2_frankfurt_airport](#))

Fraport hosts more than 60 million passengers every year, a huge amount of traffic for any merchant. It gets commission from retail sales, so it benefits from increased revenue as the digital marketplace offers a wider range of product choices than physical stores. With the marketplace, As of 2017, Fraport achieved 62% higher customer growth rate for its reward program than its previous business plan, and the average basket value for online shoppers is 230% higher than those shopping in the store. The platform business includes the following building blocks:

- **Customer experience:** Passengers can order from multiple retailers up to 90 days before their flight up until a couple of hours before their departure. Products can be reserved for pick up at the airport, or ordered for shipping to addresses within Germany. Through the use of the airport's mobile app or its web page, passengers can reserve a parking space or check the food and beverage offerings at the airport. Fraport is also working on delivery into chosen airline lounges. Passenger are able to place an online order while in a business lounge, and receive their order within 30 minutes. Fraport has a cross-merchant reward program that allows passengers to collect loyalty points as they shop, and redeem them immediately for services such as lounge reservations, VIP services, or another shopping voucher.
- **Things:** Digital signage and wireless beacons are installed throughout the airport to push personalized messages. For example, the signage can change to a predetermined language based on the origin of an

arriving flight, and all the signage along the walkways will change accordingly as passengers travel toward the exit.

- **Ecosystem:** The platform can connect with all retailers and restaurants situated within the airport, as well as on-premises infrastructure such as parking, lounges, VIP services, customs and security.
- **Analytics and data:** As passengers use the app for shopping, dining and other services, it collects data and personalizes interactions. Fraport uses this data to tailor a customized marketing approach via online and mobile channels.
- **IT systems:** The platform integrates with over 30 systems. These include retailers' CRM, ERP and POS systems, the airport's reward program, lounges, gate and flight information and customer services. The platform also manages digital commerce capabilities such as digital storefronts, search, distributed order management, product information management and payment systems.

Evidence

¹ "Mastering Omnichannel Retailing at Frankfurt Airport With OM3 – Imagine 2016 Conference Talk," (<https://www.youtube.com/watch?v=kXw63cKhMNI>) YouTube.

² "Frankfurt Airport: From Airport to Global Omnichannel Travel and Shopping Hub," (<https://www.aoe.com/en/clients/frankfurt-airport.html>) AOE.

Recommended by the Authors

Building a Digital Business Technology Platform (<https://www.gartner.com/document/code/297286?ref=ggrec&refval=3847506>)

Architect Digital Platforms to Deliver Business Value and Outcomes (<https://www.gartner.com/document/code/318861?ref=ggrec&refval=3847506>)

A Digital Business Technology Platform Is Fundamental to Scaling Digital Business (<https://www.gartner.com/document/code/342253?ref=ggrec&refval=3847506>)

Capitalizing on Your Business Ecosystems Economy: A Gartner Trend Insight Report (<https://www.gartner.com/document/code/337218?ref=ggrec&refval=3847506>)

Build Your Digital Business Platform Around Data and Analytics (<https://www.gartner.com/document/code/350435?ref=ggrec&refval=3847506>)

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Innovation Insight for API-Based Digital Commerce (<https://www.gartner.com/document/3855704?ref=ddrec&refval=3847506>)

[Move Digital Commerce Architecture Toward a Digital Business Technology Platform](https://www.gartner.com/document/3882063?ref=ddrec&refval=3847506)

(<https://www.gartner.com/document/3882063?ref=ddrec&refval=3847506>)

[Magic Quadrant for Digital Commerce](https://www.gartner.com/document/3877477?ref=ddrec&refval=3847506) ([https://www.gartner.com/document/3877477?](https://www.gartner.com/document/3877477?ref=ddrec&refval=3847506)

[ref=ddrec&refval=3847506](https://www.gartner.com/document/3877477?ref=ddrec&refval=3847506))

[What's Hot in Digital Commerce](https://www.gartner.com/document/3881074?ref=ddrec&refval=3847506) (<https://www.gartner.com/document/3881074?ref=ddrec&refval=3847506>)

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