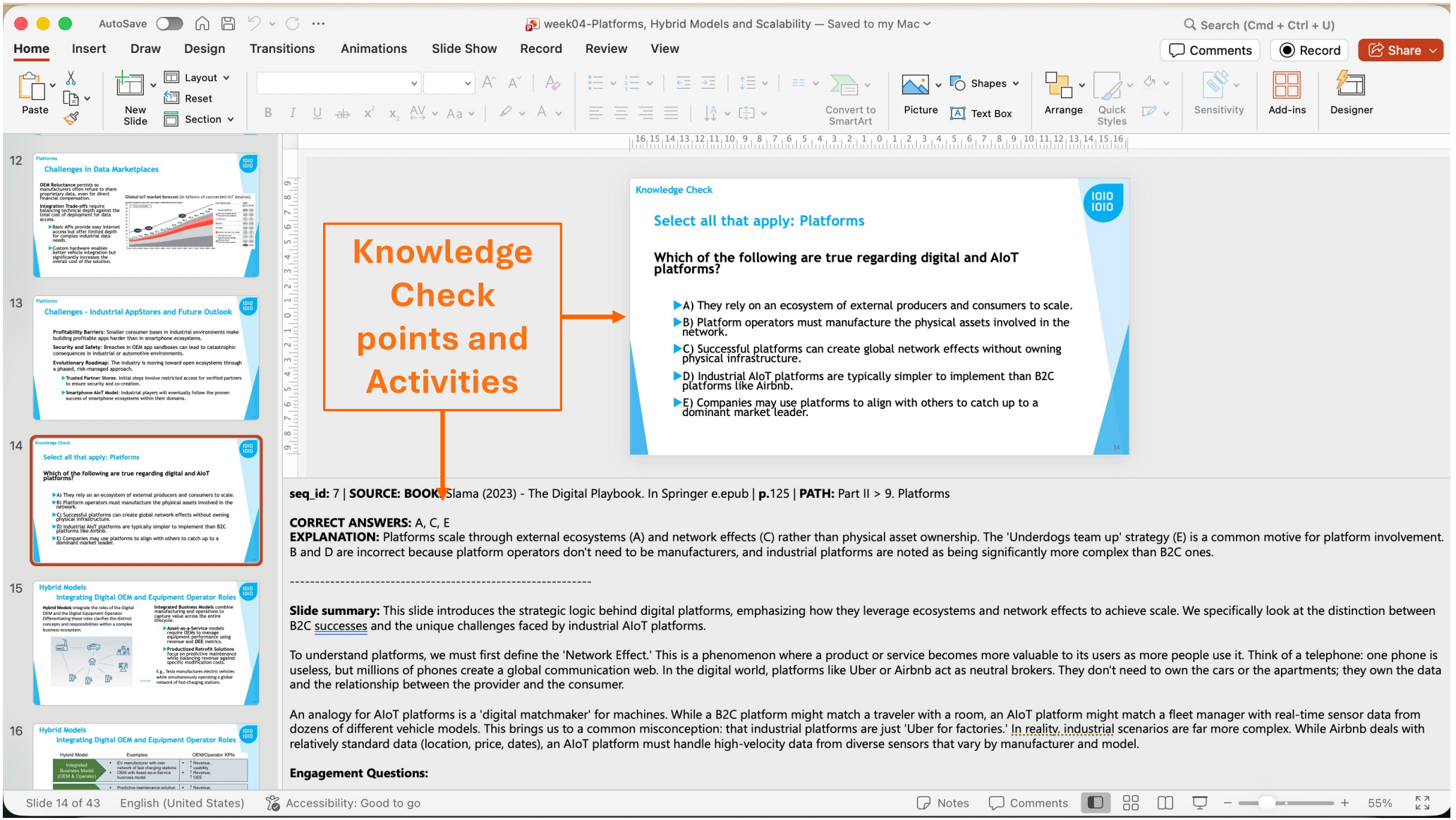

seq_id: 7 | **SOURCE: BOOK:** Slama (2023) - The Digital Playbook. In Springer e.epub | **p.**125 | **PATH:** Part II > 9. Platforms

CORRECT ANSWERS: A, C, E
EXPLANATION: Platforms scale through external ecosystems (A) and network effects (C) rather than physical asset ownership. The 'Underdogs team up' strategy (E) is a common motive for platform involvement. B and D are incorrect because platform operators don't need to be manufacturers, and industrial platforms are noted as being significantly more complex than B2C ones.

Slide summary: This slide introduces the strategic logic behind digital platforms, emphasizing how they leverage ecosystems and network effects to achieve scale. We specifically look at the distinction between B2C successes and the unique challenges faced by industrial AIoT platforms.

To understand platforms, we must first define the 'Network Effect.' This is a phenomenon where a product or service becomes more valuable to its users as more people use it. Think of a telephone: one phone is useless, but millions of phones create a global communication web. In the digital world, platforms like Uber or Airbnb act as neutral brokers. They don't need to own the cars or the apartments; they own the data and the relationship between the provider and the consumer.

An analogy for AIoT platforms is a 'digital matchmaker' for machines. While a B2C platform might match a traveler with a room, an AIoT platform might match a fleet manager with real-time sensor data from dozens of different vehicle models. This brings us to a common misconception: that industrial platforms are just 'Uber for factories.' In reality, industrial scenarios are far more complex. While Airbnb deals with relatively standard data (location, price, dates), an AIoT platform must handle high-velocity data from diverse sensors that vary by manufacturer and model.

Engagement Questions: