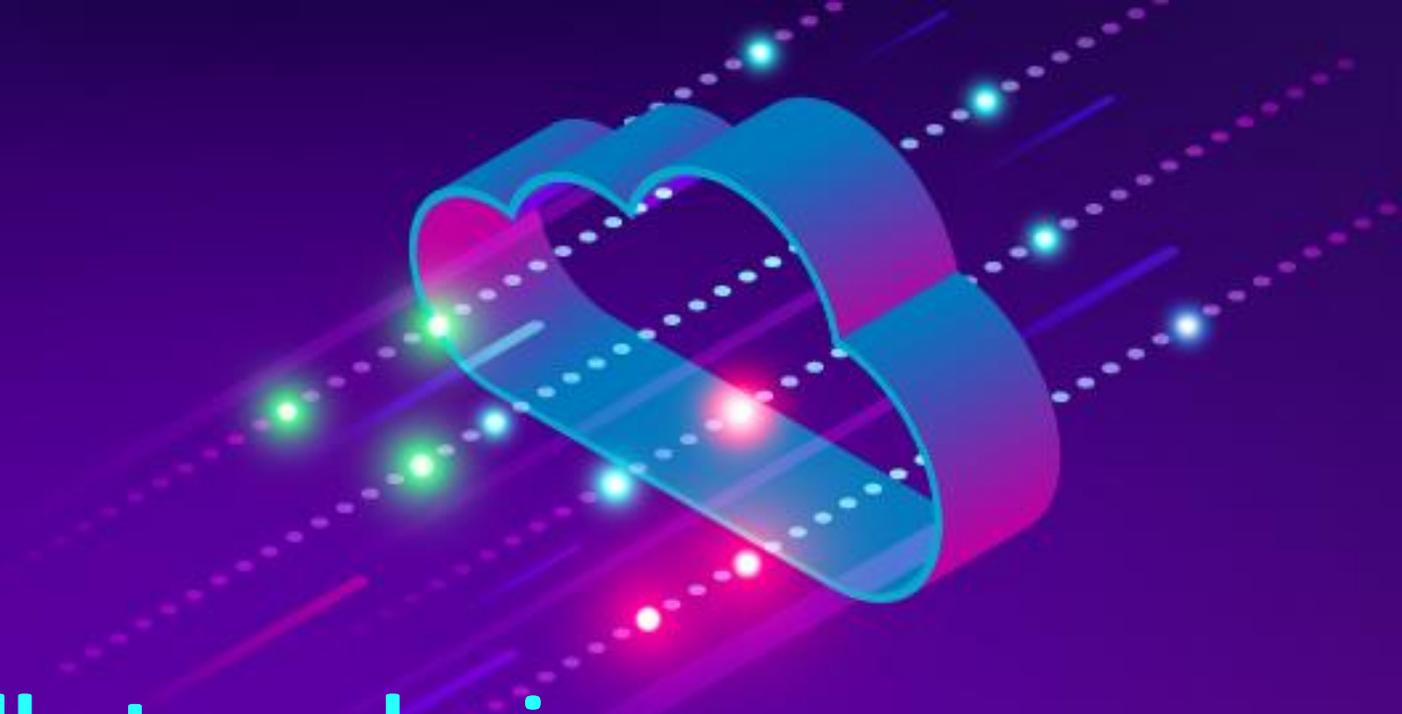




Nivola per le imprese ICT

La prima piattaforma cloud SaaS pensata per la PA

Torino, giovedì 26 giugno 2025 | CSI Next



Platform Thinking: dalla tecnologia all'innovazione del modello di business

Daniel Trabucchi Professore @ Politecnico di Milano
Direttore Scientifico Platform Thinking HUB



What is a platform?

Autumn 2021



Searching on Google...

(February 2023)

Innovation has **2,18** billion results

Design thinking has **1,36** billion results

Disruption has **0,606** billion results

Agile has **0,433** billion results

What about **Platform**?

Searching on Google...

(February 2023)

Innovation has **2,18** billion results

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Platform has **5,87** billion results



We LIVED the
**PLATFORM
REVOLUTION**



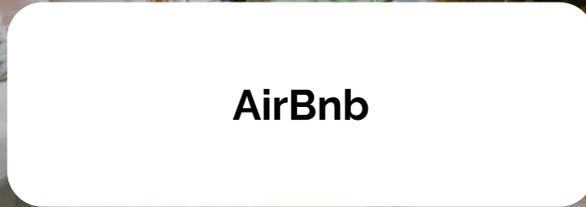
What is a platform?



TRANSACTIONAL PLATFORM



Travellers



AirBnb



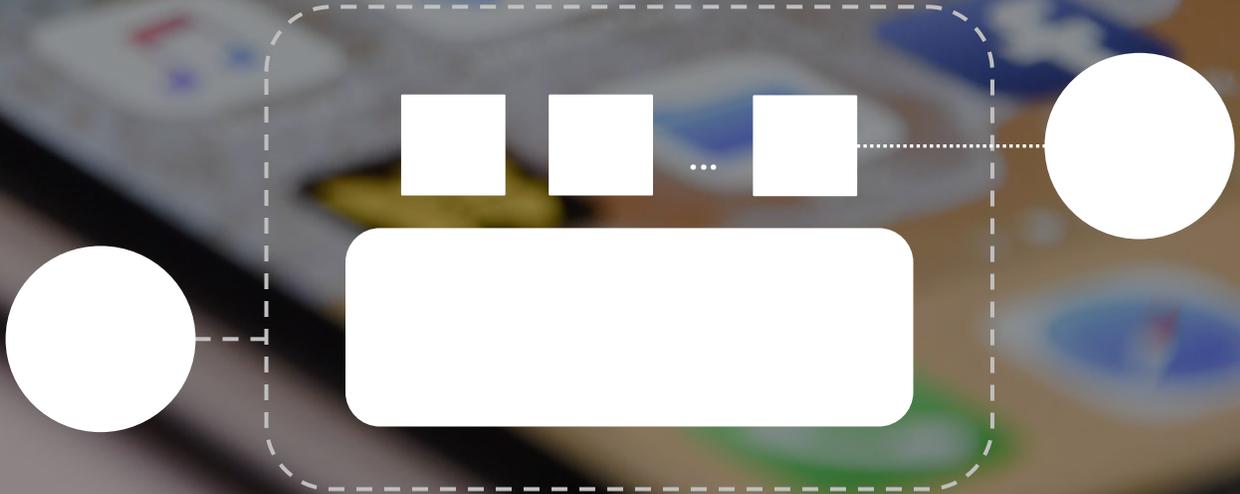
Hosts

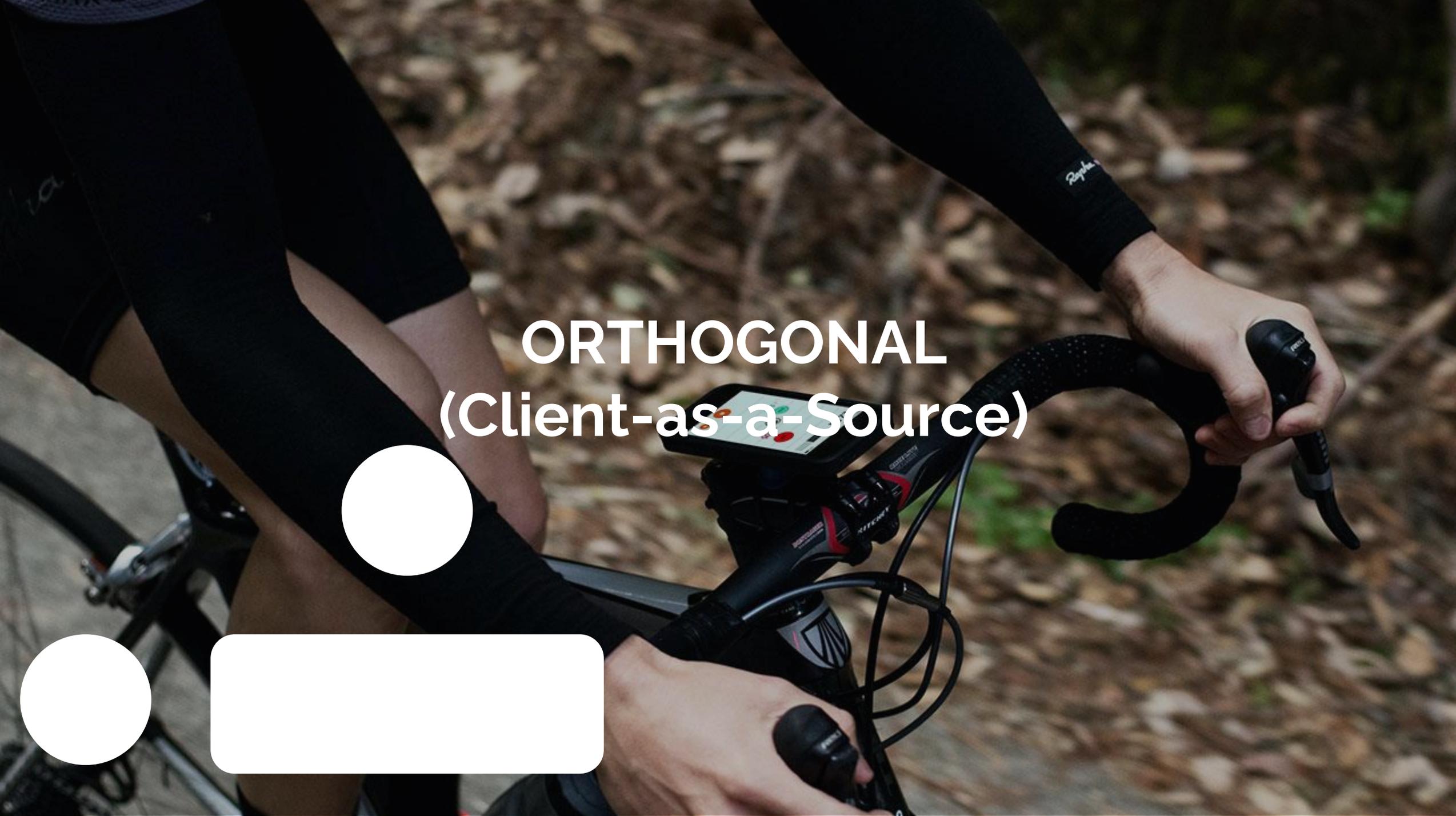




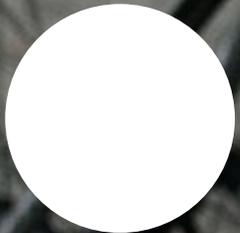
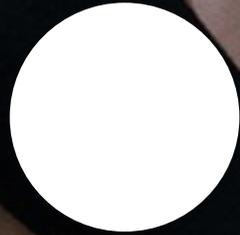


INNOVATION PLATFORM





ORTHOGONAL (Client-as-a-Source)





PLATFORMS are different WAY to CREATE VALUE



- 1) Multiple sets of (mutually dependent) **CUSTOMERS**
- 2) The presence of **CROSS-SIDE NETWORK EXTERNALITIES**



WHY
are PLATFORMS so
RELEVANT?



The case of Uber



“Aswath Damodaran - Professor at NYU – launched a debate when he published an article estimating the value of Uber, the platform company whose smartphone app connects riders with drivers. Earlier that month, investors had ponied up \$1.2 billion in financial capital for Uber, receiving in return a share of the company that suggested the overall value of the business was around **\$17 billion**.

Damodaran called this “a mind-boggling sum for a young company with only a few hundred million in revenue.”

Damodaran’s judgment was based on the classic tools of finance. He estimated the size of the global taxi market, Uber’s prospective market share, and the revenues this was likely to yield. Then he used risk-adjusted cash flows to come up with a company valuation of \$5.9 billion. With admirable forthrightness, he even posted his spreadsheet online so others could examine and test his assumptions.

Bill Gurley, a partner at Benchmark Capital and one of Uber’s Silicon Valley investors, took up the challenge. Gurley argued that the \$17 billion valuation was likely an **underestimate**, and that Damodaran’s figure could be short by a factor of **25**. Gurley questioned Damodaran’s assumptions about both the total market size and Uber’s potential market share, basing his calculations on economist W. Brian Arthur’s analysis of network effects.”

(Parker, Van Alstyne and Choudary, *Platform Revolution*, 2016)



**and the
DARK SIDE?**

A Study of More Than 250 Platforms Reveals Why Most Fail

by David B. Yoffie, Annabelle Gawer and Michael A. Cusumano

May 29, 2019



C.J. Burton/Getty Images

Summary. Platforms have become one of the most important business models of the 21st century. The problem is that platforms fail at an alarming rate. By identifying the sources of failure, managers can avoid the obvious mistakes. To understand why... [more](#)

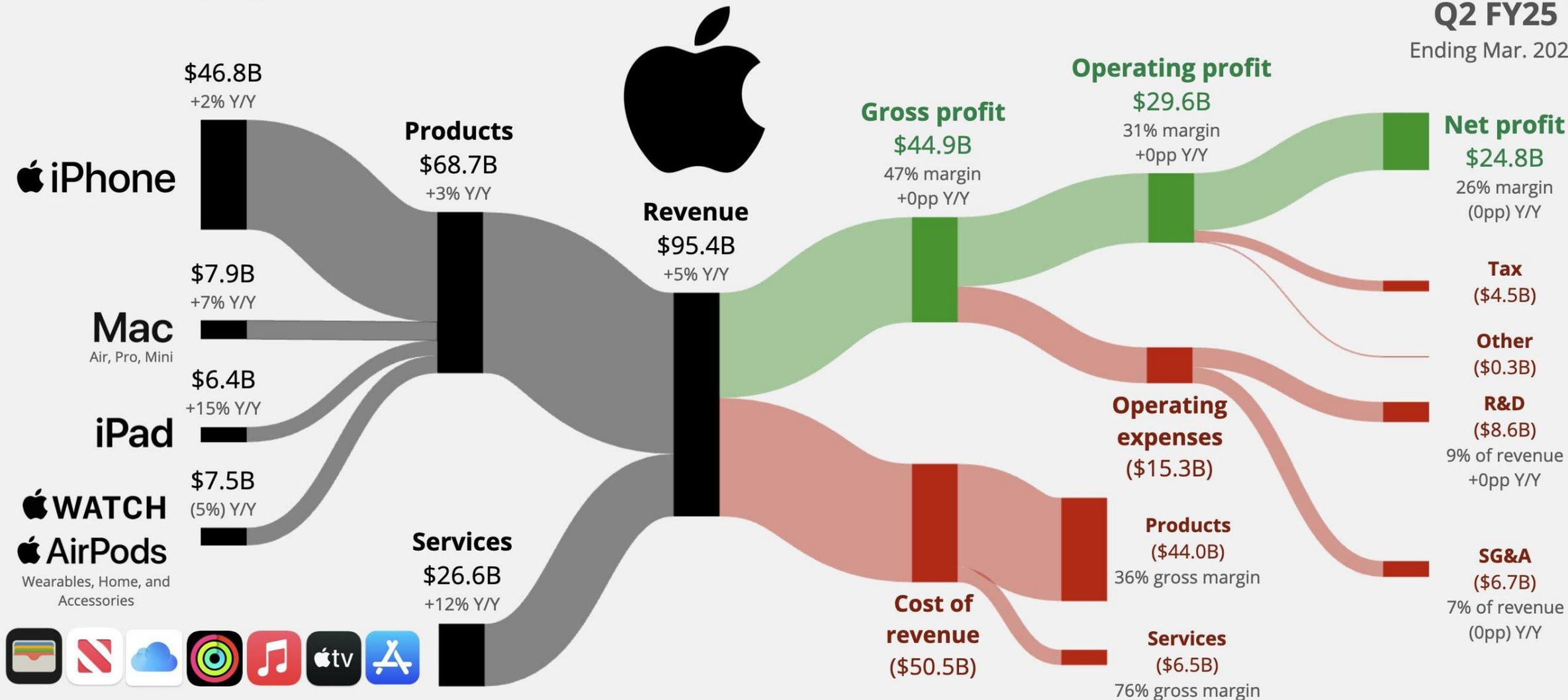




**and the
EFFECT?**

Apple Q2 FY25 Income Statement

Q2 FY25
Ending Mar. 2025



HOW THEY MAKE MONEY



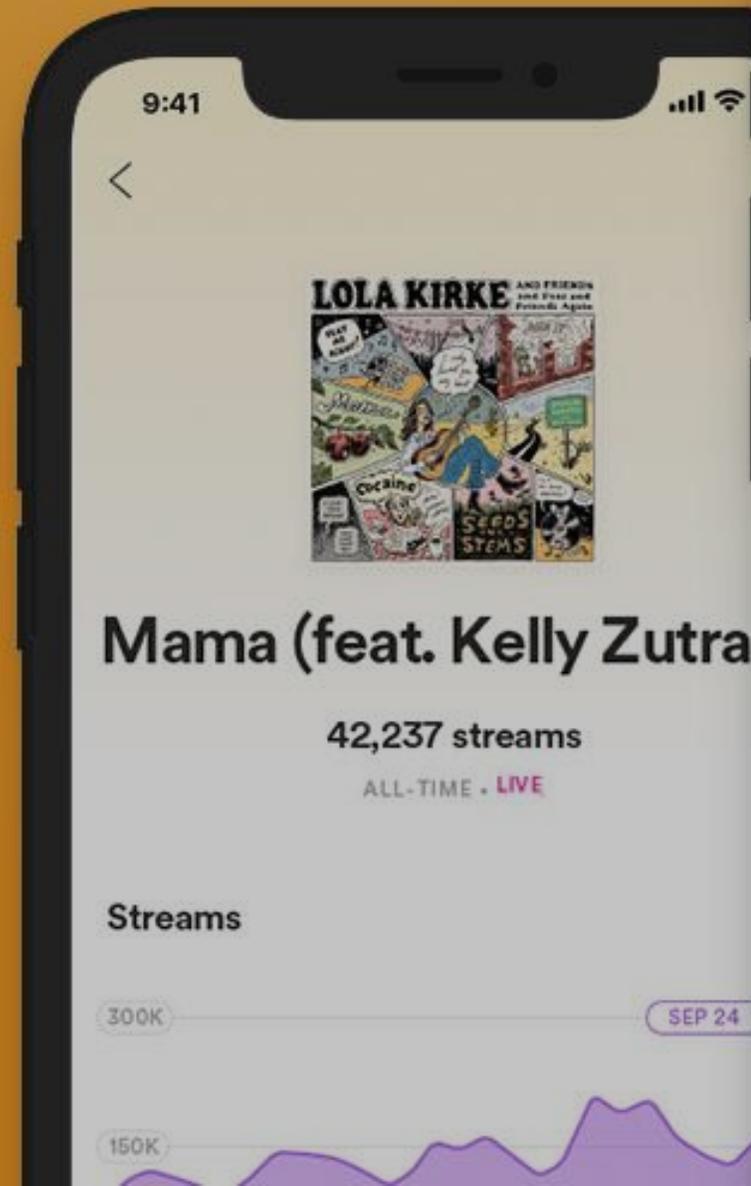
appeconomyinsights.com



APP ECONOMY INSIGHTS



Platforms grow in different ways



9:41

3,407
people listening
NOW

LAST 7 DAYS

37.8k listeners	67.3k streams	7.5k followers
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Top Songs

LAST 7 DAYS

	01 Monster 16k streams
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9:41

Lola Kirke ✓

119,548 MONTHLY LISTENERS

EDIT IMAGE

Artist's Pick EDIT

I have a new EP out! Here's my...

Mama (feat. Kelly Zutrau)

EXPLOITATION



EXTENSION



Platform Thinking is the ability to use **platform-based mechanisms** to unlock **digital business transformations**



Find out more on
<https://platformthinking.eu>

The Platform Thinking Ecosystem

MOCs on
coursera

Tools &
Templates



Podcast
**TALKING & ABOUT
PLATFORMS**



Yearly Conference



SYMPLATFORM
MATCHING SCHOLARS
AND PRACTITIONERS



**Daniel
Trabucchi**



**Tommaso
Buganza**

Courses and
Research at



**POLITECNICO
MILANO 1863**

<https://platformthinking.eu>

Platform Thinking
HUB Observatory



POLIMI SCHOOL OF
MANAGEMENT

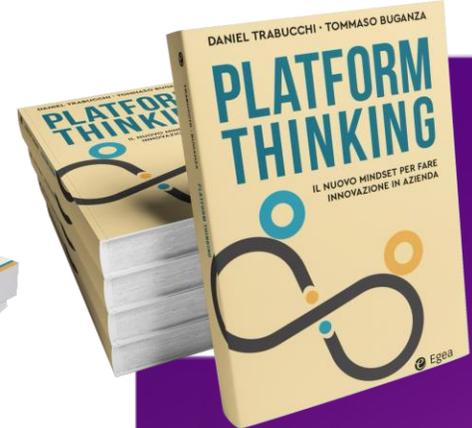


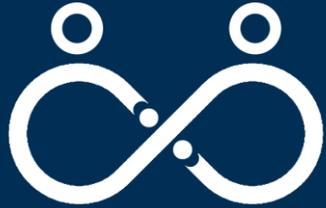
osservatori.net
digital innovation

Certification
Program at



POLIMI GRADUATE
SCHOOL OF
MANAGEMENT





Platform Thinking HUB

PARTNER

Logos for 2023 partners: Angelini Industries, Edenred, eni, Epta, GRUBER LOGISTICS (we move mountains), Posteitaliane, Prysmian Group, SDF (Farming Technology. Since 1927), Sintetica, and Sisal.

2023

PARTNER

Logos for 2024 partners: ALPITOURWORLD, Angelini Industries, Epta, GRUBER LOGISTICS (we move mountains), GS1 Italy, IVECO GROUP, LEONARDO, Posteitaliane, Prysmian Group, RELATECH (YOUR DESK FOR INNOVATION), REPLY RETAIL, Sisal, and TRENTINOSVILUPPO (IMPRESA INNOVAZIONE MARKETING TERRITORIALE).

2024

PARTNER

Logos for 2025 partners: Angelini Industries, board, eni, EY (Shape the future with confidence), fm FONDAZIONE MENDINO (Impresa, Innovazione, Territorio, Credito, Sviluppo) (IMPRESA INNOVAZIONE MARKETING TERRITORIALE), GS1 Italy, IVECO GROUP, GSP (BILANCE E SERVICE), Posteitaliane, Open-es (ecosystem sustainability), prysmian, RELATECH (YOUR DESK FOR INNOVATION), REPLY RETAIL, Sisal, and TRENTINOSVILUPPO (IMPRESA INNOVAZIONE MARKETING TERRITORIALE).

2025