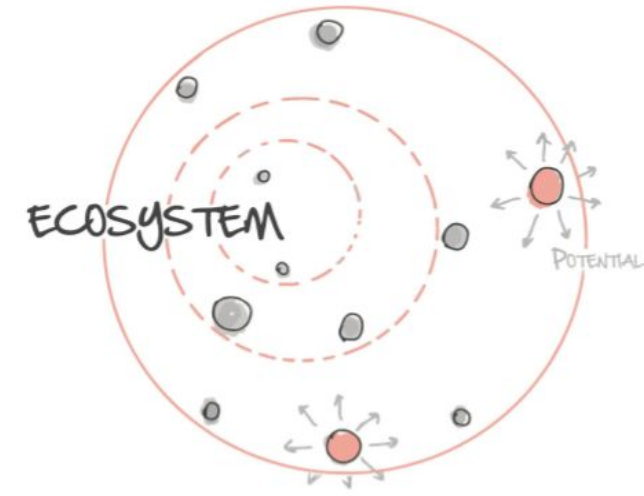


## Recognize the potential that grows at the Edge

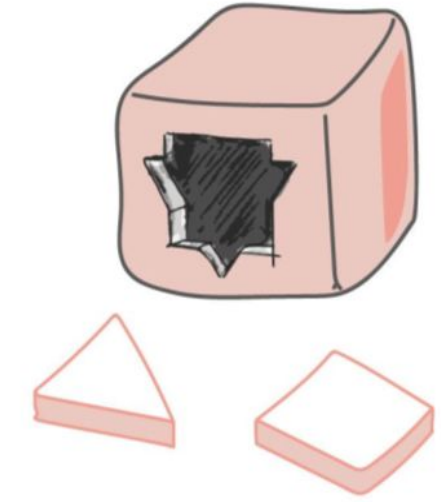
Recognize that small entities have an increasing potential to impact their own life, create products and services. The modern means of production fit in your pocket (smartphones), or bag (computers), all the knowledge in the world is accessible. If you don't consider the potential that grows at the edge, while designing a strategy, this potential will be lost.



- **Apple** didn't hire app developers but helped them to distribute their software
- **Opendesk** doesn't build furniture: fabricators (using a less than 10k machine), are sourced locally

## Design For Disobedience

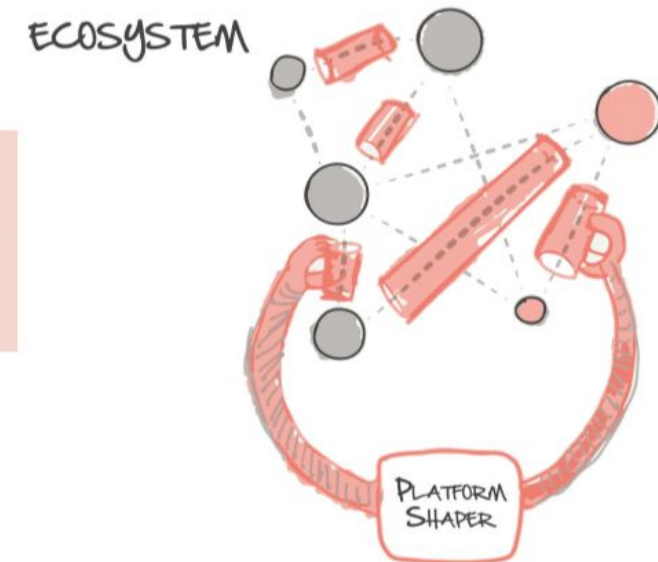
In a continuous power shift, from the brand to the consumer, and from the consumer to the ecosystem, we witness the need for the brand to give up the idea that the innovation process can be driven from a central office: is the ecosystem that innovates, that knows what are the interactions that need to be empowered, and therefore the organization needs to carefully listen.



- **Airbnb** added experiences when it was clear that these were a key part of the journey.
- Let participants play loose roles: design for medical professionals (general), not for physiotherapists (specific)

## Design For Emergence

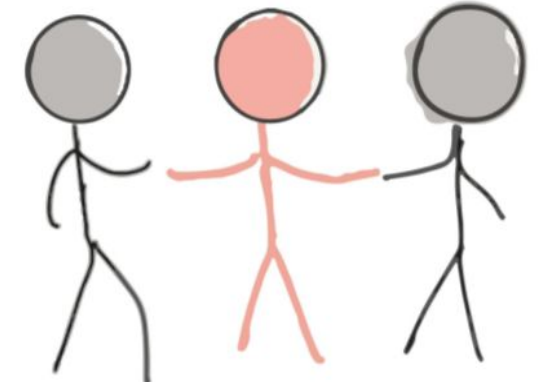
Designing a strategy to mobilize – a platform – doesn't work if no ecosystem is there to be mobilized. Platform strategies need to be designed to help an existing ecosystem to emerge, thrive and work better: platform design is the equivalent of plugging wires between electric potential. Where a potential exists, the current will flow.



- Short term rental existed for ages, before **Airbnb**: clumsy complicated experiences, reputation was hard to leverage. Designing for this ecosystem helped Airbnb thrive at a scale that wouldn't otherwise have been possible;

## Design For Interconnectedness

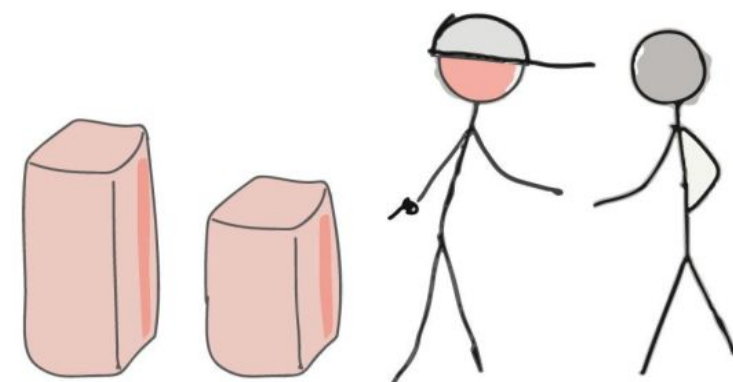
Intentionally design with, and for both parties in an interaction: reduce conflict of interest (as they're trying to maximize their outcomes), and reduce frictions in the relationship. Helping entities find a common, and fair, ground, make non-zero sum games possible. If the value generated in the exchange is greater than the original sum of needs and potentials, everyone wins.



- **Ebay's** mediation service ensures disputes between buyers and sellers can be set in a way that is perceived fair to the parties.
- Reputation generated in marketplaces is a net gain for everyone, a great example of non-zero sum!

## Use Self Organization to provide Mass Customization

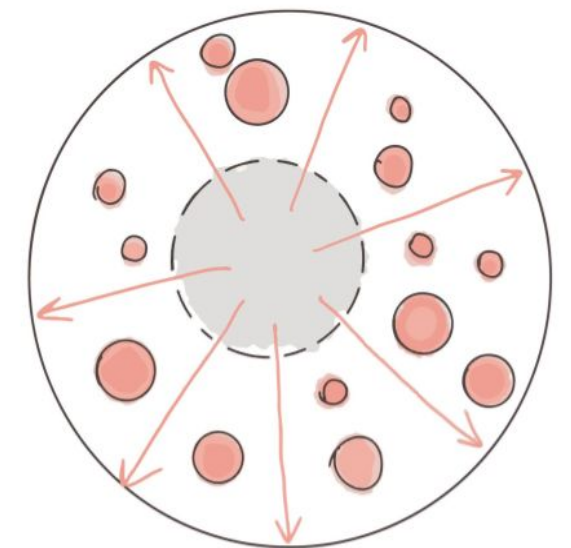
Trying to respond to the expectations of the Long Tail, with an industrial, control driven, bureaucracy is a self fulfilling prophecy of failure: small customers will become unworthy if the cost you need to face to serve them, is bigger than the economic opportunity they represent, let them self-organise with producer. In modern times, a broader market is made of many smaller market.



- **Airbnb** doesn't impose check-in and check out times, or breakfast menus, all this is agreed in interaction.
- **Apple** didn't plan what applications were to be developed, it let developers to grow a business out of their 1000 true fans.

## Let go the identity, identify with the whole

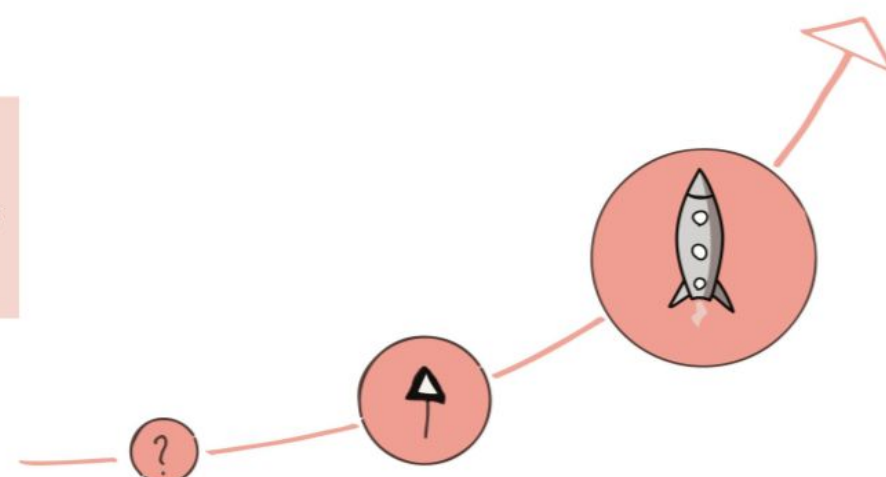
If the premise is to grow a bigger market, this will eventually need to be less controlled (from the organizer). The organizer of the ecosystem will need to identify more with the whole and its objectives, and think strategies that actualize the opportunity for the whole, instead of the organizer alone. This may also mean let go the brand, that sometimes might be an impediment.



- When **Google** launched **Android OS**, it deliberately kept it independent, with a shared governance (the Open Handset Alliance): this ended up powering a thriving ecosystem of that completely transformed the whole smartphone industry, allowing smaller players to play a role.

## Enable Continuous Learning (in VUCA)

In complexity everyone is looking for new ways to learn, and every organization is in the learning business. Modern organizations need to offer participants a promise of *accelerated learning*; their message needs to be: "if you join us on the new terms of collaboration (platform), you're going to learn faster than outside".



- By offering tools, resources and conferences, **Google** is offering developers the possibility to **scale up** their operations, **focus** on what they like to do (develop their content), be part of an international community of like-minded, learn from each other.

# Platform Design Principles

[www.platformdesigntoolkit.com](http://www.platformdesigntoolkit.com)

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