A Platform Strategy Institute Multiclient Study

PLATFORM TALENT 2020
The Race for Talent in an Age of Platforms
Platform business models have become a powerful global force. The top 75 platform companies have a market cap of over $7.5 trillion. The disruptive success of platforms has prompted many incumbent companies to adopt platform strategies. The success of platforms has also encouraged thousands of startup companies to embrace platform strategies.

Together, these developments are driving a growing need for specialized platform talent. The number of job postings seeking platform skills has grown significantly in the past 5 years. The demand arises from existing platforms to sustain their platform talent pool. It also arises from new players entering the startup market as well as incumbents seeking to transform their businesses. The race for platform talent will only increase as digital transformation drives the reality that anywhere there can be a platform there will be a platform.

Platform Talent 2020 will sort through the complexity to offer an objective assessment of the evolving market for platform talent and the implications for critical business decision making. The study will provide a detailed look at the critical role that talent plays in platform strategy. We will look at the growing demand for platforms and what this demand looks like, as well as examine the supply side of the market. Where is the supply of platform talent coming from and where is your organization most likely to find it.

Employing the right talent is a fundamental building block to creating an organization that is capable of innovating and deploying its resources to achieve high performance. In the context of platforms, need for new talent drives important strategic questions:

What portfolio of roles and competencies best position an organization to execute platform strategies?

What common patterns characterize core platform roles and skills?

Where are the greatest constraints in the market for platform talent and how can organizations overcome these constraints?

How do next-generation technologies such as artificial intelligence, machine learning, voice technology, and 5G drive platform talent needs?
What you will learn

In this study, we will identify and explore the critical dimensions of the competition for platform talent. Specifically, we will examine:

- Why platform strategy requires roles and competencies that differ from those required for traditional product and enterprise strategy
- The types of skills and roles required to achieve strategic platform objectives
- Where the biggest constraints in finding and filling key platform roles exist and how they can be overcome
- Where can platform talent be found
- What programs and resources are available to train inhouse talent if the required skills cannot be found externally
- Which badging and credentialing programs verify platform knowledge and skills
Approach

Platform Talent 2020 will draw on both quantitative and qualitative analysis. PSI has developed a unique data set of global platform job postings, which offers rich insights into the types of skills and capabilities organizations across the world are seeking to fulfill their platform talent needs.

Agenda and Deliverables

- One-on-one call with participants
- Interim results webinar
- Final results and implications webinar
- Final report and platform jobs data set

Who should participate?

Few if any sectors are untouched by the platform revolution. We are seeing platform strategies being adopted not only by digital natives but also by firms that span nearly every industry—financial services, retail, education, healthcare, manufacturing, industrial IoT as well as energy.

Platform Talent 2020 will be of particular benefit to:

- Companies seeking insights for their corporate planning and talent growth playbooks
- Companies developing talent plans to implement platform strategies
- Consulting companies providing digital transformation services
- Companies offering human capital recruiting and executive search services
- Venture capital and other investors that have developed a portfolio of platform companies
Peter C. Evans  
is Managing Partner at the Platform Strategy Institute. Peter has over 20 years of experience leading teams in identifying, framing, assessing, and communicating high-priority market-place trends and disruptions that support business planning and investment prioritization. He has held senior strategy, innovation and market intelligence roles at large global enterprises including General Electric, KPMG and IHS/CERA. He is a lifetime member of the Council on Foreign Relations and served on the board of the National Association for Business Economics. He led the first global survey of platform companies and has served as co-chair of the MIT Platform Strategy Summit since 2016. Peter received his BA from Hampshire College and his master’s degree and PhD degree from MIT.

Geoffrey Parker  
is Co-Founder and Partner at the Platform Strategy Institute. He is a professor of engineering at Dartmouth College where he also serves as Director of the Master of Engineering Management Program. He is also a visiting scholar at the MIT Sloan School and a research fellow at the MIT Initiative on the Digital Economy where he leads platform industry research studies. He is the co-author of the international bestseller Platform Revolution and is recognized globally for his scholarship on platforms. He is a frequent keynote speaker and advises senior leaders on their organizations’ platform strategies. He is the founder and co-chair of the MIT Platform Strategy Summit and the Boston University Symposium. He received a BSE from Princeton and MS and PhD from MIT. Geoff is the winner of the Thinkers50 2019 Digital Thinking Award, along with Marshall Van Alstyne, for the concepts of the inverted firm, two-sided markets, and how firms can adapt and thrive in a platform economy.

Marshall Van Alstyne  
is Co-founder and Partner at the Platform Strategy Institute. He is one of the world’s experts on network business models and is a chaired professor at Boston University’s Questrom School of Business. He is a frequent speaker, board-level advisor, and consultant to startups and global firms. He is the co-author of the bestseller Platform Revolution and internationally recognized for his award-winning work on the theory of platforms. He has played a foundational role developing and delivering highly acclaimed graduate courses, online programs, and executive training dedicated to platform theory and practice. His work has appeared in journals such as Science, Nature and Harvard Business Review. Interviews appear regularly across Bloomberg, The Economist, The New York Times, The Wall Street Journal and National Public Radio. He is the founder and co-chair of the MIT Platform Strategy Summit and Boston University Symposium. He received a BA in computer science from Yale and MS and PhD in information systems economics from MIT. Marshall is the winner of the Thinkers50 2019 Digital Thinking Award, along with Geoffrey Parker, for the concepts of the inverted firm, two-sided markets, and how firms can adapt and thrive in a platform economy.

Dyan Finkhousen  
is a global authority on ecosystem business models. Dyan’s work in this area has delivered hundreds of programs and well over six billion dollars in impact. She founded GE GeniusLink and GE Fuse, coached teams on the development of IoT platform portfolios, and led the development of GE’s IoT platform brand Predix. Valued for her record of creating and scaling transformational business models, Dyan has served on advisory boards for Expert Economy companies and is an Advisor and Founding Member for Open Assembly. Her work has won several industry awards and has been showcased in publications such as The Wall Street Journal, Wired, Forbes, Harvard Innovation Lab, Harvard Analytics curriculum, Singularity University, Cooper-Hewitt Museum, Nikkei Business, and CIO Review. She is the Founder and CEO of Shoshin Works, where she is a frequent speaker and consultant to global firms. She received a BFA from Ohio University and an MBA in Finance and Marketing from the University of Notre Dame.
About the Platform Strategy Institute

The Platform Strategy Institute is dedicated to advancing the theory and practice of platform strategy. We help clients realize emerging opportunities, identify value, and create new opportunities by harnessing the full power of platform business models. PSI delivers critical knowledge and independent analysis on platform strategy in the context of a rapidly evolving competitive landscape. Our services help decision-makers anticipate the future and formulate timely, successful plans in the face of rapid changes and uncertainty. PSI is valued for independence, foundational research, foresight, and original thinking.

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