

BOUNDARYLESS

# Executive Summary

Business Strategy and Organization Design  
for the age of Ecosystems



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# Why Working with Boundaryless



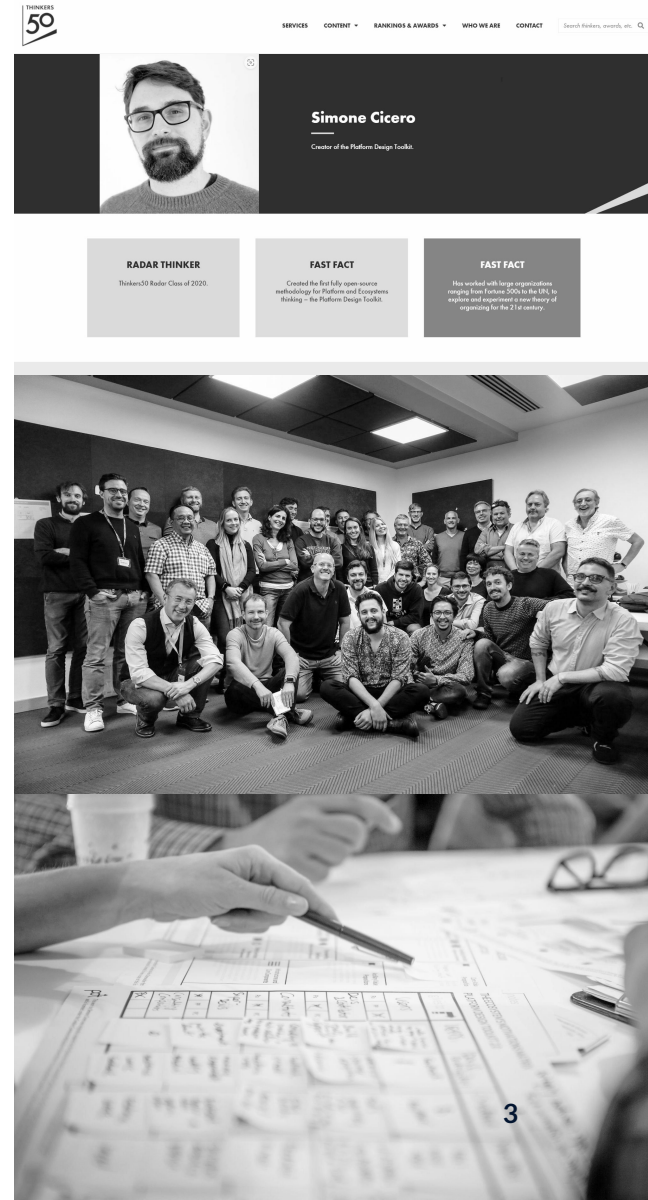
## Our Story: a Worldwide Recognized Brand

*Boundaryless was born in 2018, five years after the creation of the **Platform Design Toolkit** - the first and most adopted **Creative Commons** methodology for the design of Digital Platform and Products.*

*Boundaryless team has been training 1000+ people in tens of live masterclasses all over the world - and online - and Boundaryless' Frameworks have amassed more than 100k users worldwide.*

*Boundaryless work has been instrumental in helping brands and organizations of all kinds and sizes to adopt platform thinking in products and services and organizational development.*

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# Why we are Unique: Platform Product Design & the Platform Organization

*Product & Services Innovation on top of a modular, entrepreneurial and adaptable organization*

For more than a decade we collaborated with brands worldwide to help them **develop platform-product strategies**. Our work has been integrated in several internal design toolkits (IBM, UNDP, ING, Farfetch, and more...) given its openness.

We have been structural in establishing the practice of **Platform-Product Design** worldwide and are identified as pioneers.

The **Platform Design Toolkit** is recognized as the go-to toolkit to design and validate Platform Products such as marketplaces, developer platforms and more.

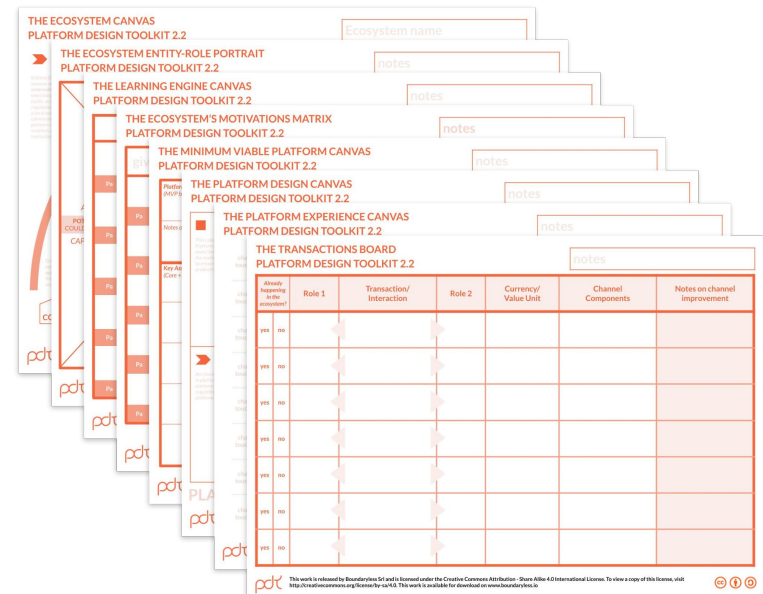
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# The Platform Design Toolkit



- *the go-to methodology worldwide for platform design to identify opportunities for new platforms, products, and services*
- *Born in 2013, adopted by 100k+, Fortune 500s and even the UN*
- *Helps adopters design and validate platform-product strategies and seek their growth strategies*
- *A full set of tools to explore new platform opportunities and design platforms;*
- *Easy to use, step-by-step guides from exploration to prototyping, validation and business growth*



# Why we are Unique: Platform Product Design & the Platform Organization

*Product & Services Innovation on top of a modular, entrepreneurial and adaptable organization*

In 2020, following a strategic collaboration with **Haier Group**, a worldwide recognized pioneer in organizational models, Boundaryless also released the **3EO toolkit**: a fully fledged methodology for the development of **Platform Organizations** aligning organizational capabilities to platform design principles.

Boundaryless has co-started with Haier the RenDanHeYi Open Source Research Center:



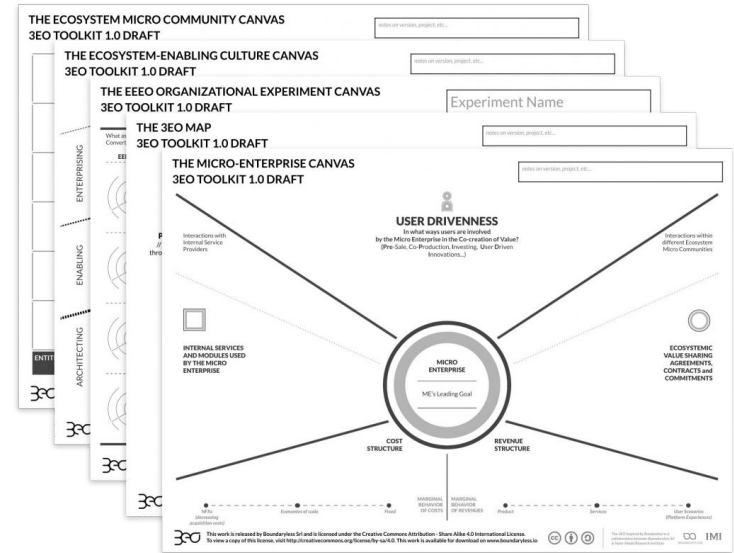
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# The Result: The 3EO Toolkit



- based on **Haier's Rendanheyi** and co-developed with the Chinese innovation giant, integrates best practices from platform organization pioneers and leaders worldwide
- Born in 2019 increasingly adopted worldwide as the **go-to standard for the Platform Org**
- Helps evolve organizational models by creating autonomy for teams, and unleashing entrepreneurial spirit
- Reduces bureaucracy, lets teams get nearer to customers, shapes firms that can develop portfolios of opportunities



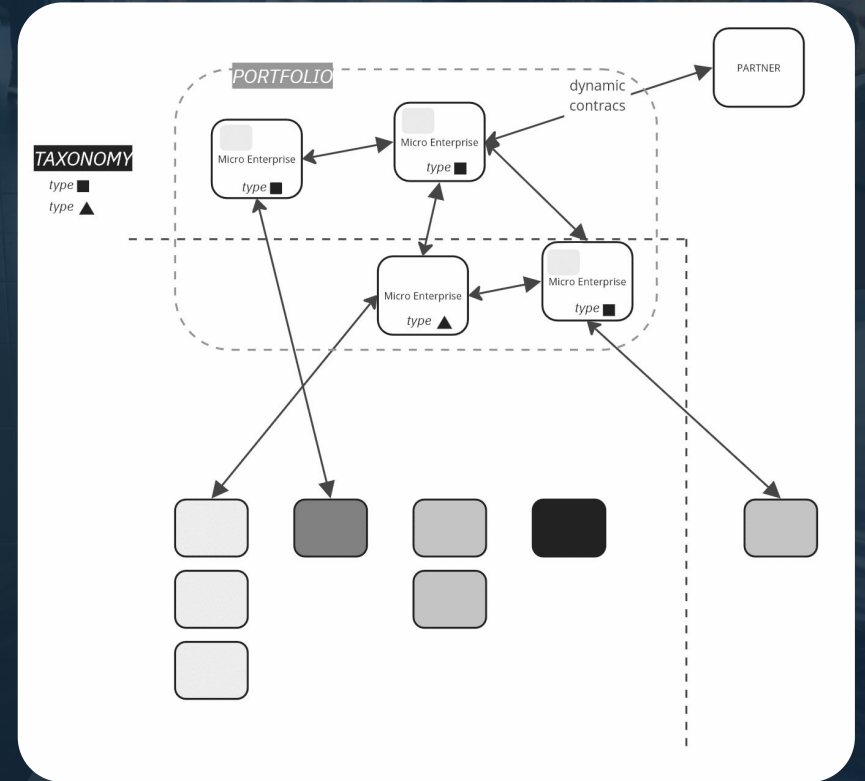


# Why the Platform Organization Model?

A new model is essential to reap the benefits of the platform-ecosystem economy where organizations need to develop multiple products/services and be able to combine them.

Such a different operating model is what we call the:

**Platform Organization model**





# Why the Platform Organization Model?



## *Impacts on Organizational Agility and Resilience*

**Reduces or Prevents Organizational Debt**

**Leverages Economies of Scale through Shared Services Platforms**

**Reduces Organizational Brittleness**

**Employee engagement, attraction & retention increases**

## *Impacts on Market Competitiveness*

**Reduces Time to Market and Distance to Customer**

**Enhances Upselling and Offering Coherence**

**Catalyzes Future Business-Oriented Innovation through**

# Some of our Global Customers over the years



THALES

FARFETCH

DECATHLON



GRUPE  
*adeo*



DB Systel GmbH



INTESA SANPAOLO



NOKIA Bell Labs



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# How we Work



## How We Work

At Boundaryless we believe that teams and organizations don't need someone to do the work for them but a **sparring partner** to help them evolve based on principles and frameworks.

We always use **visually facilitated co-creation** to avoid arguing with each other and share common ideas constructively, shortening time to market.

We also believe that for organizations is key to be part and **leverage a network of fellow practitioners** and pioneers that speak the same open languages of innovation and transformation.

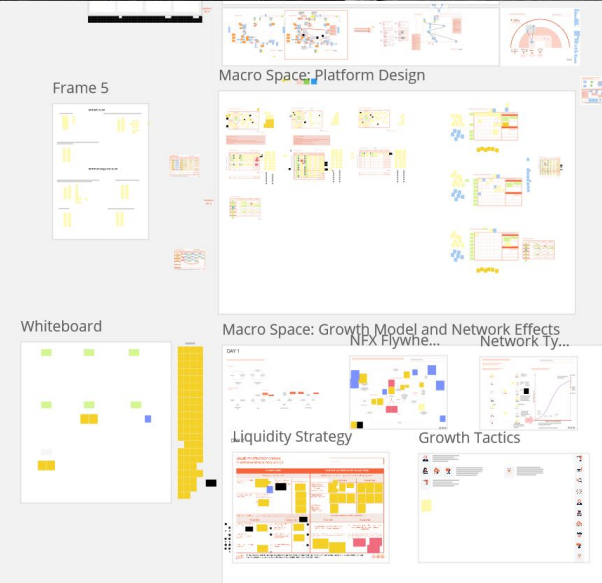
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# The importance of Visually facilitated work

- collective strategy design gets everybody on board and builds shared visions
- it helps create clear outlines and communicate them to stakeholders
- it makes it easy to coordinate efforts in growing teams
- it reduces radically Time to Market
- it helps create clarity in what needs to be validated

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## Our typical engagements

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Boundaryless works with organizations of all kinds and sizes mainly in two contexts:

- with **product teams** (or startups) engaged in product-platform design and go-to-market
- at the **organizational level** with boards or leaders that want to transform and evolve their organizations

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- Workshops
  - Consulting
  - Large Scale Innovation Programs
  - Ad-Hoc Design Frameworks

- Org-wide trainings
- Organizational Change
- Executives & Boards Advisory

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# Working with Teams

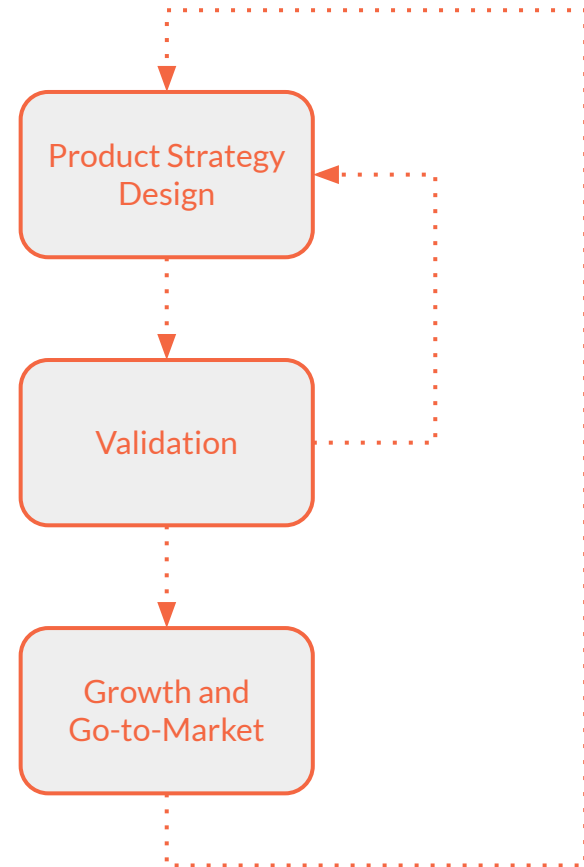


## Typical engagements with Product Teams and Startups

- Early Stage Startups
- Innovation Teams inside larger organizations
- Teams from corporate incubators, venture builders, or part of innovation programs

We help them:

- **Develop product and platform strategies** and innovative business models
- **Design the platform-product** experience
- Prioritize assumption, validate and iterate the design
- **Prioritize roadmaps** for software development
- **Define the growth strategy** and go-to-market, set up growth/acquisition strategies





### Platform Design Workshops & additional Coaching Services

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With the Platform Design Workshops and coaching we help teams **understand better their strategic context** and **create their product-platform strategy** in co-creation.

After exploration and design we ensure teams move forward with **validation** and **execution** by providing personalized agile coaching.

We run these programs as either immersive multi-day workshops or a series of sprints. Sessions take place **live**, or **online**, and are shaped according to the client needs.

#### *The workshops sessions cover:*

- **Ecosystem scanning** to map the various customers and other parties.
- **Value chain analysis** to identify how to control and leverage the market potential in a platform strategy.
- Identification of the **transactions** to facilitate and of the **services** that can be monetized.
- Design of **platform experiences** and their related **business models**.
- Setup and execution of **interviews** and **MVPs** for validation.
- Step by step mentoring in **go-to-market** and **growth hacking** once validation is achieved.

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# Working with Large Organizations: Product Innovation & Platform Design Literacy



# Typical engagements with Large Organizations

## *Product Innovation*

- Organizations needing to innovate their products and services

We help them:

- Shifting their board & management mindset to understand the opportunities in the Platform Economy
- Develop Platform Design skills for teams
- Map portfolios and run innovation sprints looking for new opportunities
- Structure internal VC programs

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### The Platform Design Ignite Program

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With the Ignite Program we help organizations tackle two strategic challenges at once: **explore new platform-product** opportunities, and provide platform thinking literacy for employees.

Ignite programs help a **large number of teams** to explore opportunities, and help create internal communities of practice.

We run this program as either immersive multi-day workshops or a series of sprints. Sessions take place **live**, or **online**, and are shaped according to the client needs.

*The Ignite program provides:*

- **A wide exploration perspective:** explore opportunities for new platform business, starting from your existing products or beyond.
- **The greatest value for the investment:** leverage Boundaryless open methodology with facilitators supporting multiple teams all at once.
- **Cross-team inspiration and cross-seeding:** discover potential synergies between teams, by allowing insights exchange.
- **A motivated community of practice:** bring home a well-trained community of innovators.

# Platform Design on demand Training Programs



## *The Mindshift Session*

Our mindshift sessions are designed to quickly - in a few hours - reset the thinking on the future of the business, understanding platforms and having a glance of the potential of the Platform Design Toolkit.

**When to choose the Mindshift Session:** these sessions are perfect for decision makers with little time that need to understand the potential of the approach.



## *Learning by Strategizing*

Our trainings provide examples and training optimized case studies but we often integrate **strategic project-work** in our trainings to ensure that one or multiple teams can develop not only an understanding of the topics, but also applying them freshly on existing strategic challenges, products, innovations and more.



## *The Private Bootcamp Format*

A full-fledged program, similar to our public certifications, that gives teams a deep understanding of all the key questions in platform thinking, from exploration to design, from network effects to running workshops at scale.

**When to choose the Private Bootcamp:** to create a new design capability internally, and bring your teams in touch with a global community of certified professionals.



## *Developing internal extensions and personalizations of the toolkits*

When the maturity of the organization grows, we help create **ad-hoc toolkits**, extending the open source methodology and optimizing the frameworks for the organization's context and challenges: integrating platform design into the innovation and design practices, creating internal communities of practice and thought leadership.

## Developing Product-Platform Strategies



*We've been working with Roche Diagnostics Global in the creation of platform literacy and platform-ecosystem strategies design with a focus on partnership management in spaces such as Diagnostics, Digital Pathology, Pre-Analytics, Home Care.*

### Available Online References:

1. [Navigating the Open Ecosystem Transition: Insights from Roche Diagnostics' Journey - Business Ecosystem Alliance](#)

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# Working with Large Organizations: Adopting the Platform Organization Model





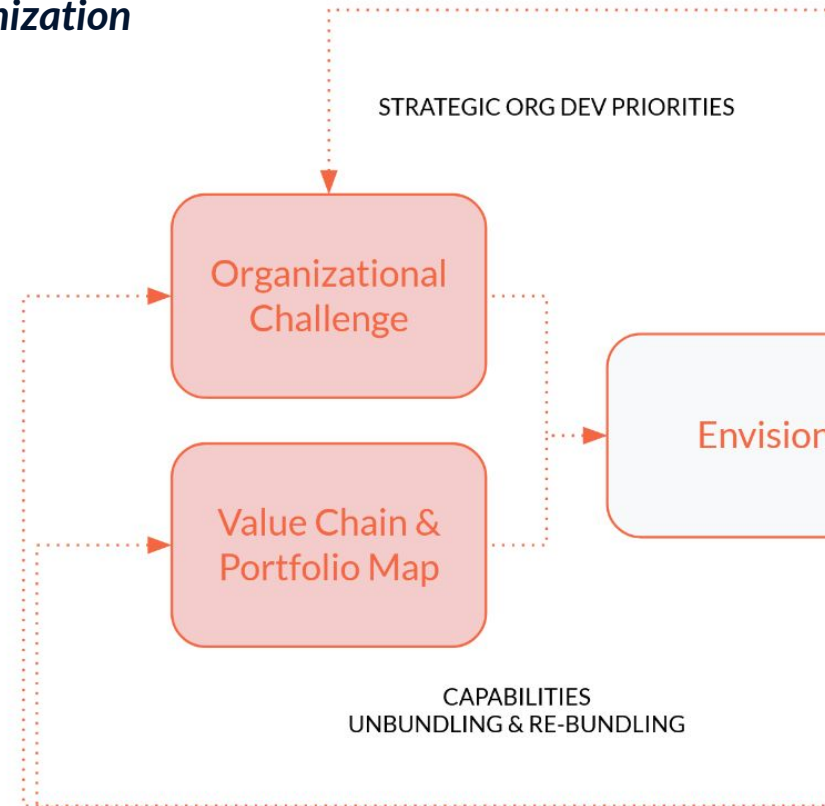
## Typical engagements with Large Organizations

### *Organizational Evolution towards the Platform Organization*

- Companies wanting to achieve agility, adaptability, eliminate bureaucracy, save money spent on management layers
- Companies doing M&A, ending up with disjointed structures, replications, lack of coherence, focus on process instead of business objectives
- Units having conflicting priorities, lack of organizational alignment
- Customer demanding digital experiences and better performance

We help them:

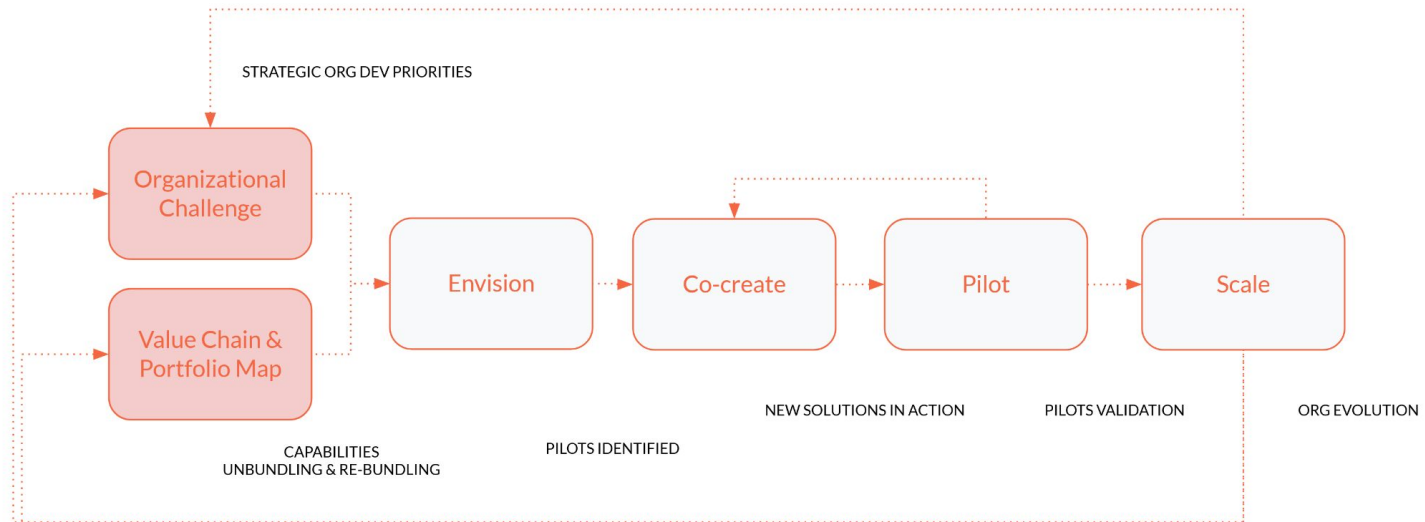
- Unbundle and re-bundle their organizational structure into efficient platform organization models







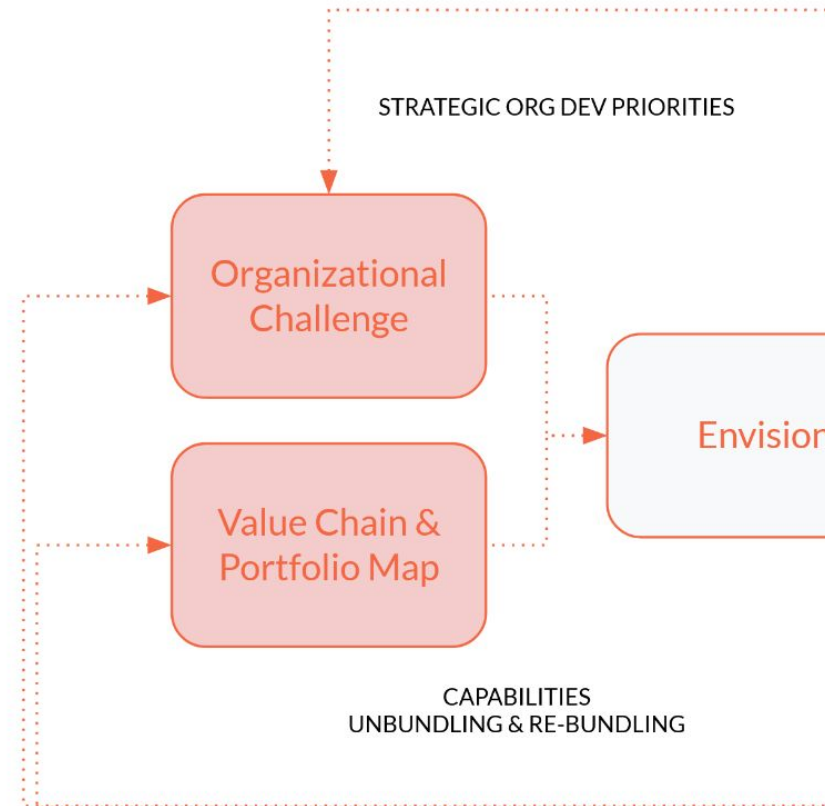
## How We Work in phases on Platform Org Transformations





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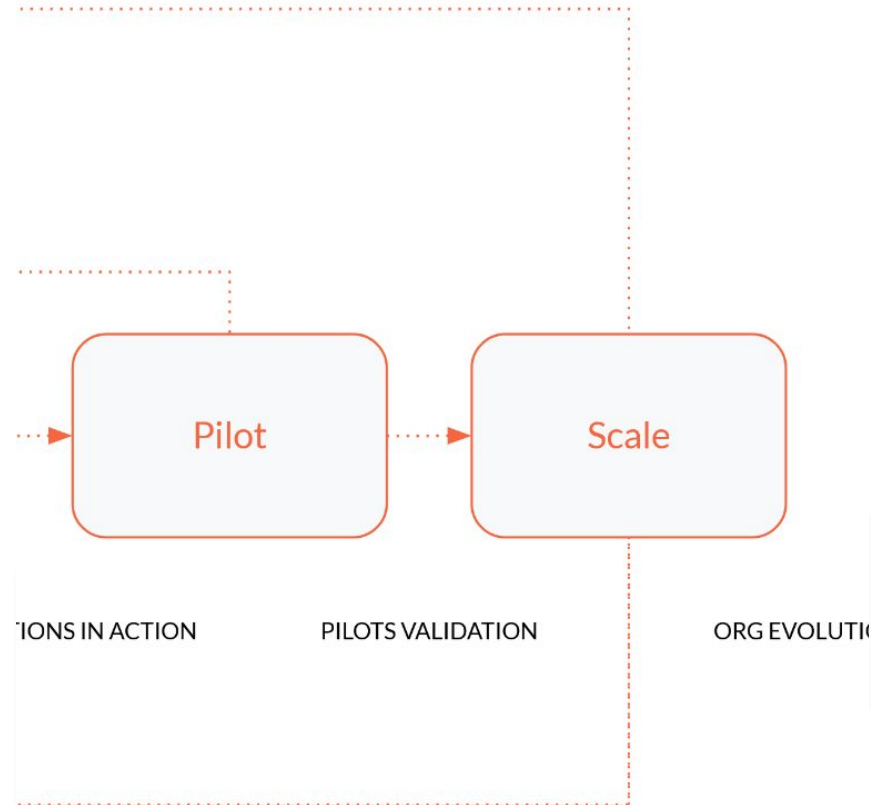
- **Often a two-layer approach**
  - Understanding the Product and Service portfolio and defining the product taxonomy (how products combine and relate to each other)
  - Redefining simpler Organizational structures with clearer roles, clearer interfaces and less bureaucracy
- **Focus Areas**
  - Understanding organizational challenges and how current culture can evolve
  - Assess real willingness to evolve towards a **platform organization model** and embrace the key principles (autonomy, entrepreneurship, product and customer-centricity)



## How We Work in phases on Platform Org Transformations



- **Pilot Projects:**
  - Testing and scaling new organizational agreements and architectures and generate strategic insights on evolution
- **Approach on Organizational Evolution:**
  - Iteratively adopting new organizational topologies and contracts
  - Creation of playbooks for Employees to understand and leverage the new rules
  - Long-term development focused on market performance and new revenue streams



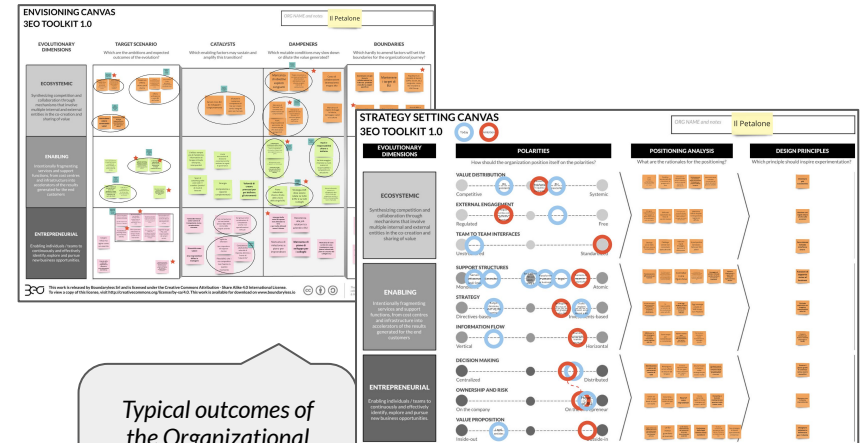
## Understanding the Organizational Challenges

### Requirements:

- Recognition of organizational issues
- Support for transition towards platform organization model
- Buy-in from leaders

### How:

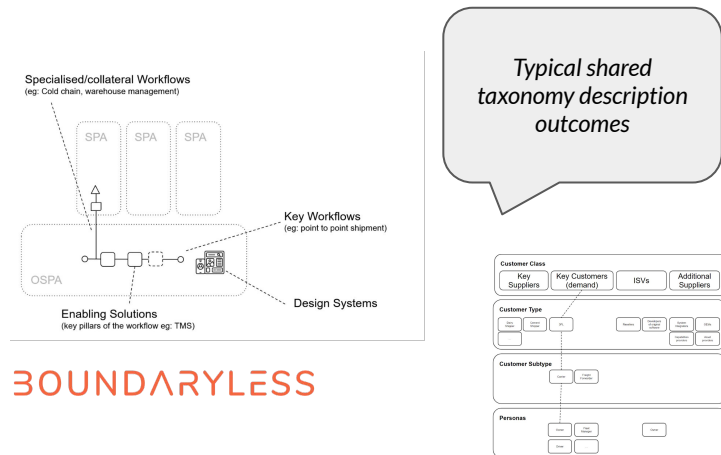
- interviews with company leadership
- understanding the organizational challenge and culture and willingness to evolve toward a platform organization model



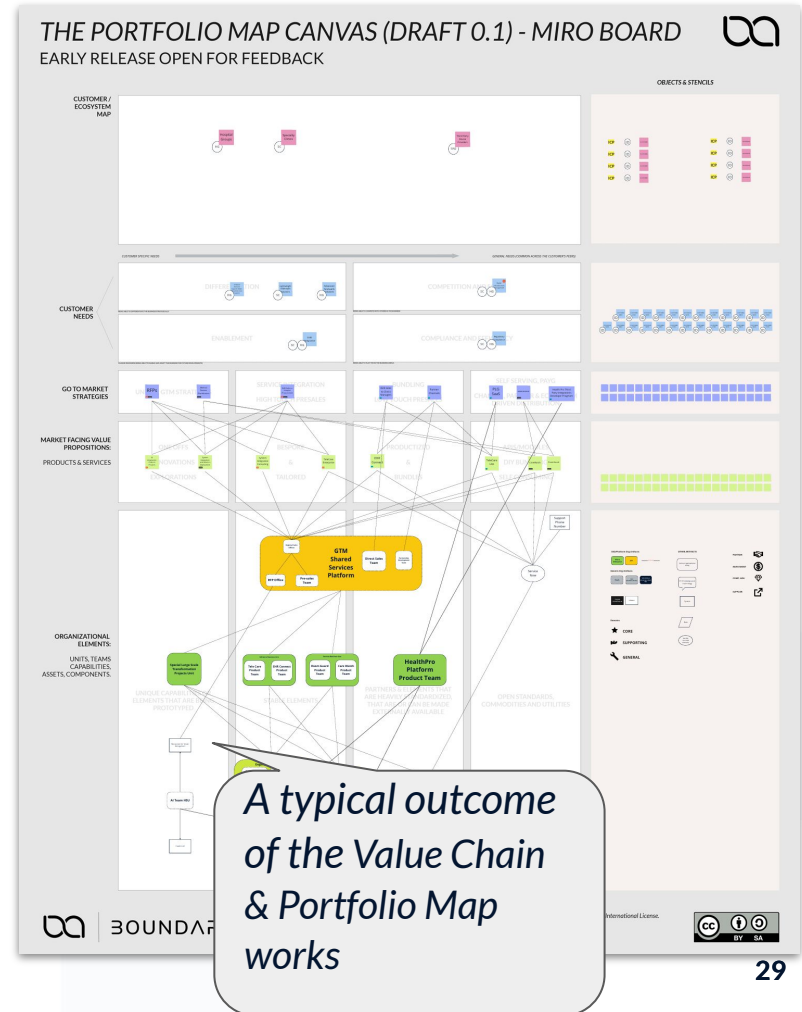
## Portfolio and Value Chain Analysis

Building a collective understanding of the product Portfolio:

- Interviews spanning all business/product units to create solid strategic analysis
- Creation of product portfolio strategy processes that includes everyone
- Creation of product taxonomies to facilitate bundling and explainability



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### 3EO Private Training Programs



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## Creating a Platform Organization to develop a portfolio of digital services in Mobility

*Working with Bosch Global in the development of a new organizational global separate business building an ecosystem of compelling softwares and service solutions for the mobility space.*

**Highlights:** *we've been working on portfolio strategy, product/platform taxonomy and product design, integration of SAFe Scaled Agile practice, adoption of entrepreneurial organization structure, creation of Organizational Playbooks.*

**BOSCH**

### Available Online References:

1. [Building a Product Portfolio as an Ecosystem - Business Ecosystem Alliance](#)  
[\(business-ecosystem-alliance.org\)](https://business-ecosystem-alliance.org)
2. [The RenDanHeYi to foster a global mobility ecosystem at Bosch](#)

## Creating a Platform Organization to Evolve and Integrate after M&A

*Working with a large scale (800+ M€ aggregate)  
European System Integrator to develop a strategy for  
the transition towards a Platform Organization Model  
after massive M&A campaigns.*

**Highlights:** *we've been focusing on Portfolio assessment,  
reorganization of units, creation of cross unit  
agreements for service composition, shared GTM  
models...*



*Available Online References:*

*No Published references yet.*



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# Other Activities and Resources

# Our Continuous Research

## Independent and Sponsored Research

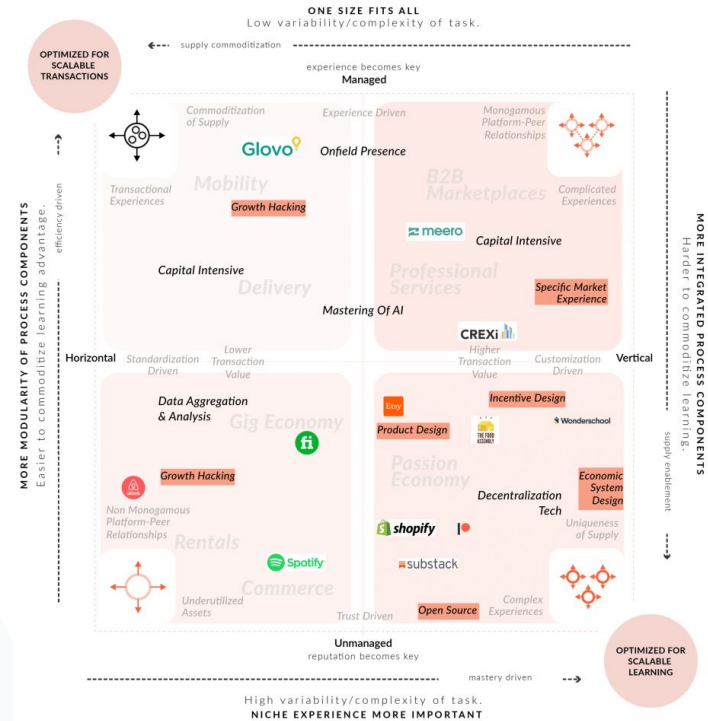
We partner with organizations to apply our open research process, to strategic challenges, producing strategic advantages and employer branding by communicating research outcomes openly.

Leading organizations have co-invested in research with Boundaryless to explore the future of business models, organizations, and civic society and to communicate research outcomes.

Past research partners include:



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# Our 2020 Whitepaper

## *New Foundations of Platform-Ecosystem Thinking*

This white paper helps readers understand:

- How platform strategies are essential to engage with new socio-economic trends and global risk factors
- How organizations can keep—or gain— a central position in business ecosystems while embracing whole-system development.
- What opportunities exist for platform thinking as markets become more complex, heavily regulated, and investment intensive.
- How new frontier technologies are opening new possibilities to mobilize and connect ecosystems.
- How the boundaries and the shape of a traditional organization are now blurring into interconnected, distributed, and collaborative organizing.

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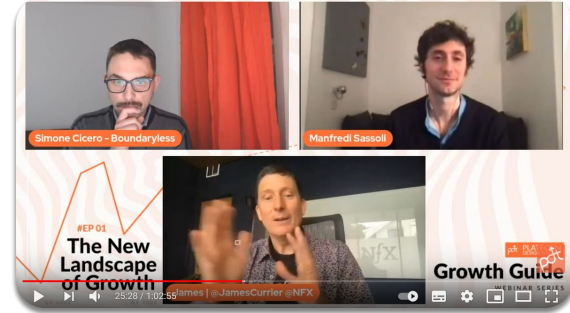
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## Our Podcast & Webinars

The Boundaryless Conversations Podcast is an ongoing exploration of the future of Platforms & Ecosystems: we explore the newly emerging perspectives about how we organize at scale in a rapidly changing world.

Our regular webinar series cover a wide range of topics, and involve thought leaders and practice experts from many fields.



# Some of our Global Customers



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