



ISM SEMINAR

Autumn Term 2016-17

Speaker: Professor Chee-Wee Tan, Copenhagen Business School

Title: Digital Platform Competition: The Case UK Mobile Payment Platforms

Date: Friday 11 November 2016

Venue: 0.015 WBS

Time: 14:00

Abstract: Harnessing ecosystems through the deployment of digital platforms has emerged as a strategy disrupting conventional business logics. In platform-driven markets, competitive advantage is derived from superior platform design and configuration. For this reason, platform owners strive to enact inimitable platform configurations within network economies. Yet, despite the intensifying rivalry within platform-driven markets, there is a paucity of studies that examine how digital platforms compete and thrive by leveraging on innovation ecosystems. Therefore, to disentangle platform competition, we conducted an in-depth case study of the UK mobile payment market. By embracing the theoretical lens of strategic groups and digital platforms as layered modular architectures, this study supplements prior research by deriving a taxonomy of six platform strategy profiles that is grounded on the interplay between value creation and value delivery architectures. Through our case study, we observed that platforms leverage on modular and architectural innovation to acquire competitive advantage and disintermediate pre-existing value streams within business networks. Specifically, integrative platforms tend to internalize the value of a private business network. Conversely, integratable platforms channel and amplify the value of federated business network in a reciprocal manner.

Biography: Chee-Wee Tan is an Associate Professor in the Department of IT Management at Copenhagen Business School (Denmark). He holds a PhD in Business Administration from the University of British Columbia (Canada) as well as Master of Science and Bachelor of Science degrees from the National University of Singapore (Singapore). Chee-Wee's research interests focus on design and innovation issues related to the delivery of digital services in various contexts. Particularly, he is interested in discovering how value can be extracted from digital services and exploring ways by which contemporary technological trends can contribute to the design of innovative services. Findings from his research has been presented at numerous international conferences and he has articles published or forthcoming in journals such as *MIS Quarterly (MISQ)*, *Information Systems Research (ISR)*, *Journal of the American Society for Information Science and Technology (JASIST)*, *European Journal of Information Systems (EJIS)* and *Decision Support Systems (DSS)* among others. Chee-Wee currently serves as an Associate Editor for *MISQ*, *Internet Research (IntR)* and *Journal of Management Analytics (JMA)*. He is a past recipient of the Outstanding Associate Editor Award for services rendered to *MISQ* and is currently serving as a guest editor for two special issues: one on 'Embracing the Internet of Things (IoT) to Drive Data-Driven Decisions' at *JMA* and one on 'Omnichannel Business: Opportunities and Challenges' at *DSS*. In addition, Chee-Wee is also serving as an advisory board member for a Special Issue on 'Transformative Value of Cloud Computing' at *Journal of Management Information Systems (JMIS)*.

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