

Table of Contents

Acknowledgement	I
Abstract	II
Table of Contents	III
List of Figures	VIII
List of Tables	IX
List of Abbreviations	XI
A. Introduction and foundations	12
1. Introduction	12
1.1 Initial situation	12
1.2 Research objectives	15
1.2.1 Platform business models	15
1.2.2 Platform adoption.....	16
1.3 Research design.....	17
1.4 Included publications.....	20
1.5 Composition and structure	21
2. Theoretical foundation	24
2.1 Platform ecosystems	24
2.2 Business models	25
2.3 Technology adoption.....	26
B. Platform business models in the ICT industry	28
3. Strategic control of digital platforms in the ICT industry – the derivation and validation of an analysis framework	28
3.1 Motivation.....	28
3.2 Research questions and approach.....	29
3.3 Theoretical background	29
3.3.1 Platforms ecosystems and control.....	30
3.3.2 Value chains and service networks	30
3.3.3 Resource dependence and complementary assets	31
3.4 Framework derivation	31
3.4.1 Basic framework architecture	32
3.4.2 Integration of ICT value activities	33
3.4.3 Assessment of strategic value	34

3.5	Framework validation.....	34
3.5.1	Case description	34
3.5.2	Case interpretation.....	37
3.6	Discussion.....	39
3.7	Conclusion	39
4.	Business models of developer platforms in the telecommunications industry – an explorative case study analysis.....	41
4.1	Introduction.....	41
4.2	Related literature	42
4.3	Research approach.....	43
4.4	Theoretical background	44
4.5	Case analysis	45
4.5.1	Within-case analysis.....	45
4.5.2	Cross-case analysis.....	48
4.6	Interpretation and discussion	51
4.7	Conclusion	52
5.	Evaluating platform business models in the telecommunications industry via framework-based case studies of Cloud and Smart Home service platforms	54
5.1	Introduction and approach	54
5.2	Theoretical background and framework.....	55
5.3	Case analysis	58
5.3.1	Within-case analysis.....	58
5.3.2	Cross-case analysis.....	62
5.4	Discussion.....	63
5.5	Conclusion	64
6.	The role of telecommunications operators on smart home service platforms.....	66
6.1	Motivation.....	66
6.2	Research questions and methodology	67
6.3	Theoretical background	68
6.4	Industry perspective	69
6.5	Case study.....	71
6.5.1	Telecommunications operator as broker platform	72
6.5.2	Telecommunications operator as enabler platform.....	72
6.5.3	Telecommunications operator as system integrator platform.....	73

6.5.4	Telecommunications operator as neutral platform.....	73
6.6	Discussion.....	74
6.7	Conclusion and outlook.....	75
C.	Platform adoption in the Smart Home industry	76
7.	An expert view on the role of complementary assets for the adoption of Smart Home platforms.....	76
7.1	Introduction.....	76
7.2	Theory background.....	78
7.2.1	Technology acceptance.....	78
7.2.2	Platform ecosystems.....	79
7.2.3	Complementary assets	79
7.3	Related literature	80
7.3.1	Complementary assets as determinants of technology adoption	80
7.3.2	Complementary assets in the Smart Home literature	81
7.4	Methodology	82
7.5	Analysis results	83
7.5.1	Complementary goods.....	84
7.5.2	Sales channels	85
7.5.3	Brand image	85
7.5.4	Expertise	86
7.5.5	Support infrastructure.....	87
7.5.6	Operational footprint and financial resources.....	87
7.6	Discussion.....	88
7.7	Conclusion and limitations	90
8.	Designing for platform dominance – an expert assessment of technological performance as an adoption determinant in the Smart Home field	92
8.1	Introduction.....	92
8.2	Theoretical background	93
8.2.1	Technology adoption.....	93
8.2.2	Dominant designs.....	94
8.2.3	Information system performance	94
8.3	Related literature	95
8.4	Research methodology	96
8.5	Analysis results	97
8.6	Discussion.....	100

8.7	Conclusion and limitations	102
9.	Exploring Platform Adoption in the Smart Home Case	104
9.1	Introduction.....	104
9.2	Theoretical foundations	106
9.2.1	Technology adoption.....	106
9.2.2	Dominant designs.....	106
9.2.3	Platform ecosystems.....	108
9.3	Related literature	109
9.3.1	Platform adoption.....	109
9.3.2	The Smart Home case.....	110
9.4	Research methodology	112
9.4.1	Planning the research.....	112
9.4.2	Conducting the interviews	113
9.4.3	Preparing and conducting the analysis	114
9.5	Analysis results	116
9.5.1	Supporter characteristics.....	116
9.5.2	Platform characteristics	117
9.5.3	Platform support strategy.....	119
9.5.4	Other stakeholders.....	120
9.5.5	Market characteristics.....	121
9.6	Discussion.....	122
9.7	Conclusion and limitations	127
10.	How to win the battle of platforms in the Smart Home? A Delphi study.....	129
10.1	Introduction.....	129
10.2	Theoretical foundations	131
10.2.1	Platform ecosystems.....	131
10.2.2	Dominant designs.....	132
10.3	Related literature	132
10.3.1	Platform dominance	132
10.3.2	The Smart Home case.....	134
10.4	Research process	135
10.4.1	Sampling strategy.....	135
10.4.2	Expert interviews	136
10.4.3	Delphi study.....	138
10.5	Results	141

10.5.1	Brainstorming	141
10.5.2	Narrowing down.....	143
10.5.3	Ranking.....	145
10.6	Discussion	146
10.6.1	The relevance of value.....	147
10.6.2	The relevance of technical openness	148
10.6.3	The relevance of organizational openness	149
10.6.4	The relevance of provider legitimacy.....	150
10.6.5	The relevance of market risk	151
10.7	Conclusion and outlook.....	151
D.	Conclusion	155
11.	Research findings	155
11.1	Findings on platform business models	155
11.2	Findings on platform adoption.....	159
12.	Theoretical contribution.....	163
13.	Managerial implications.....	165
14.	Limitations and further research.....	168
	References	171
	Appendices.....	190