

De kracht van

PLATFORM STRATEGIE

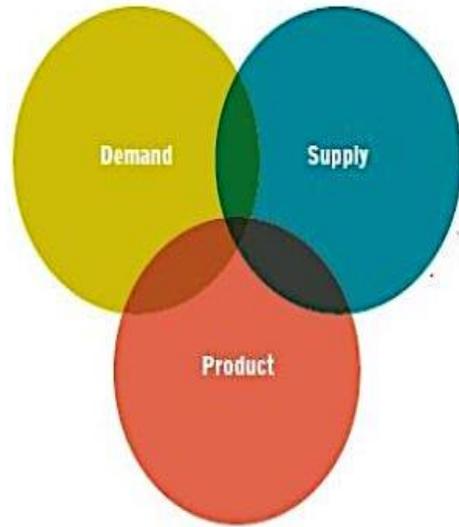
HET IS BUIGEN OF BARSTEN

COR MOLENAAR

Boom

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Demand-driven Supply Chain



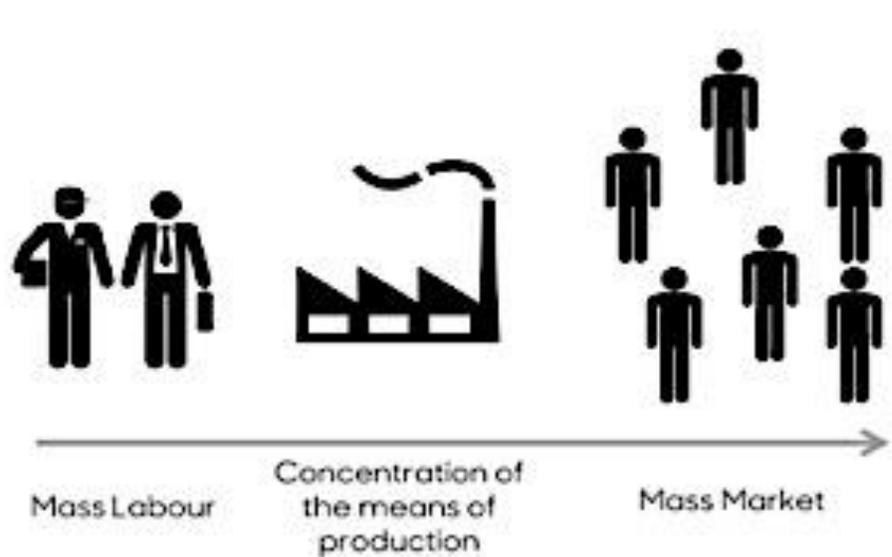
Tweezijdige platformen zijn bemiddelaars
Eenzijdige platformen zijn portals, afzetgericht



Producten + informatie



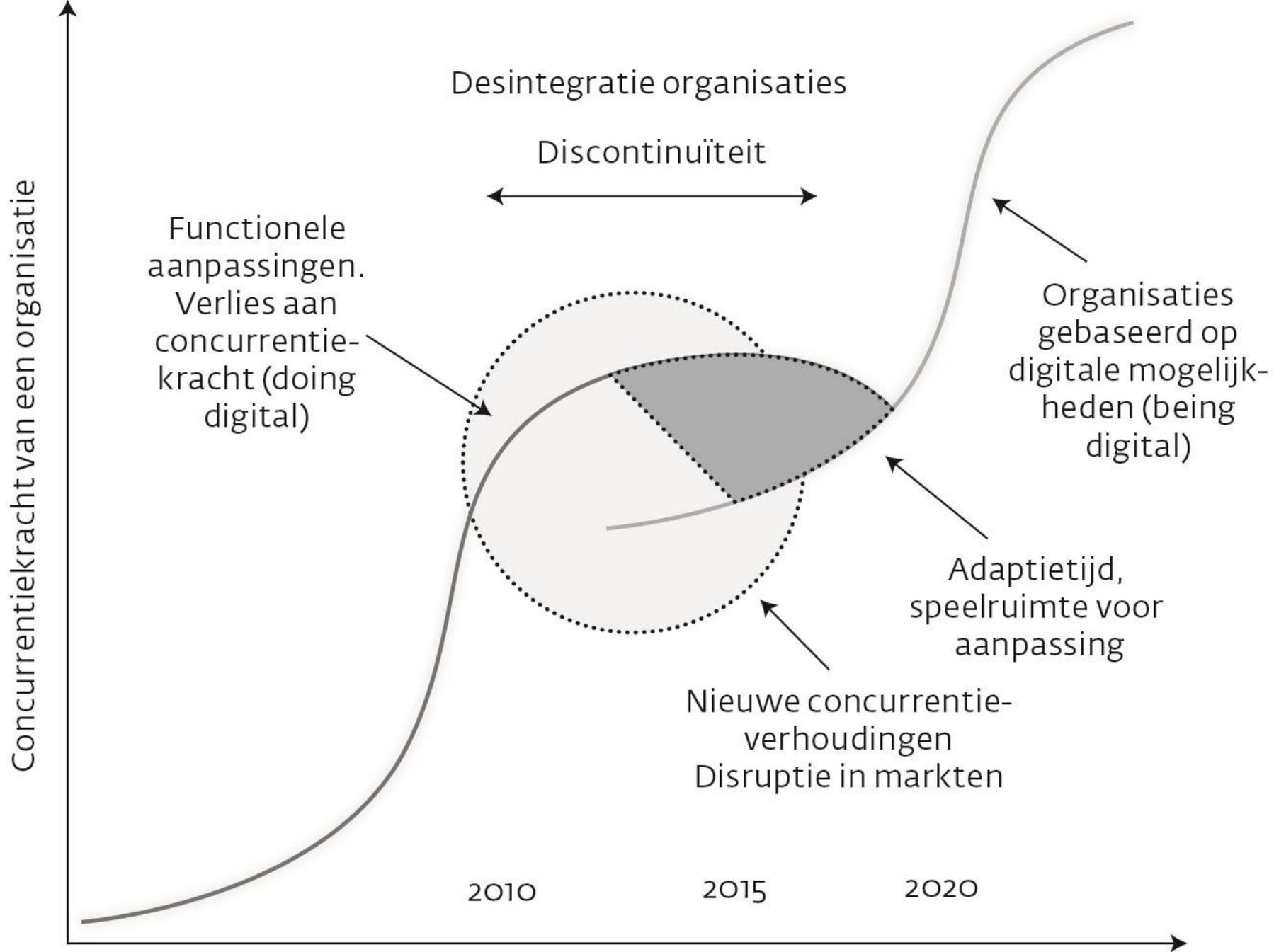
EVOLUTION OF BUSINESS MODEL



Industrial mode of production
(the FACTORY model)



Post-Industrial mode of production
(the NETWORK model)



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Bron: aangepast van: scientificcomputing.com Michael Elliott, Current Perception and New Path, maart 2014

Structuur Multisided Platform



Interactie, online communicatie, matchingsinput, informatie, blogs, video, social interactie



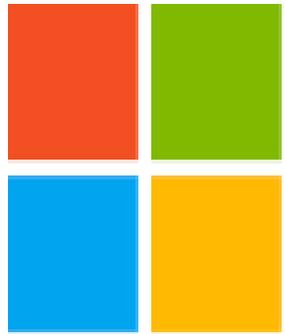
**Verbindingen met derden, aanbod koppelen aan vraag, diensten concepten, koppelen op productniveau (objecten) en personen (subjecten).
Api management**



**Matchingsoftware, communicatiesoftware
Basis systemen als Finance, marketing, logistiek, Projectbeheer, analyse software.**



Magic Leap's Brilliant New Technology



Microsoft

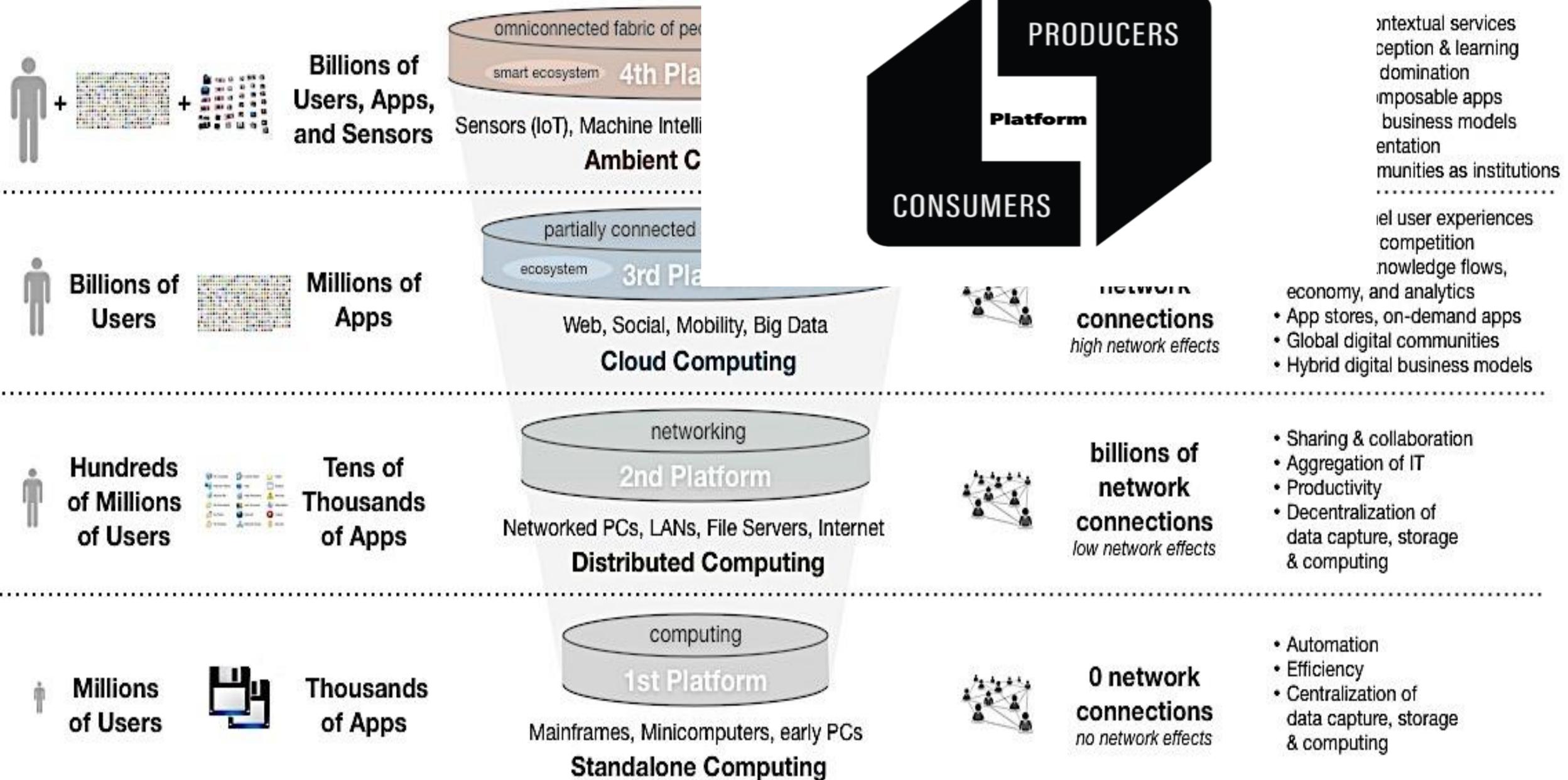
Platformen zijn disruptief

amazon

Google



The Rise of the 4th Platform: A Fabric of Community, Data, Design, and Intelligence



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'Flowering the world' with **Digital** and **Data**

*A change story about our journey to become a
Digital Sector*

Three key insights for today

**What is
Digital
Reinvention**

-

**What is a
Multi
Sided
Ecosystem**

-

**The biggest
challenge in Digital
Reinvention of our
sector...**

-

Digital Reinvention is...

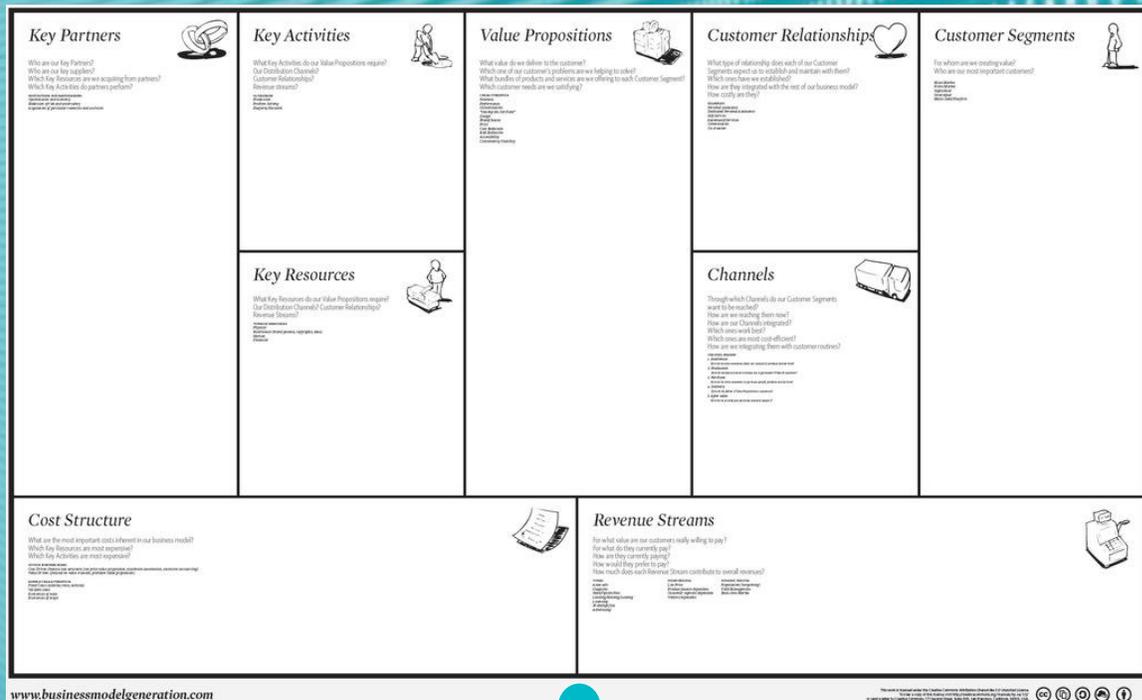
Digital Reinvention is the **use of digital technologies** to change a **business model**

and provide **new revenue** and **value-producing** opportunities

It is the process of moving to a **digital business sector model**

Digital Reinvention of a Business Model

Major difference between **Linear** business model and **Platform** business



Linear

- Sells a product or service to a consumer
- Owns one side of the transaction
- Products have inherent value
- Value in optimizing value chain

Digital Reinvention of a Business Model

Royal FloraHolland has always been a Platform already



Platform

- Facilitates a transaction (4 actors)
- Owns infrastructure that facilitate the transaction
- Products still have inherent value
- Value in orchestrating value chain
- Platforms add network value (effects)

First, understand your position in the value chain



Second, choose your Strategic Option

Digitised Products & Processes
Veelal standaardproducten met grotere volumes en een vrij eenvoudige klantbehoefte.

Smart Integration
Betreft complexere producten en diensten, veelal kennisintensiever en op maat.

Connected Customer
Klantinteractie is de sleutel, veelal veel klantsegmentatie, klantervaring staat central.

Multi Sided Ecosystem
Veel partijen in het ecosystem, digital platform denken; vaak nieuwe diensten / partnerships.

Royal Flora Holland  Port of Rotterdam 

Building relationship with customer



Complexity of product/service

Airport

Uniquely positioned to create this ecosystem and feel the obligation to facilitate the sector

Mainport

Use scale and global network for Digital Reinvention and prepare for the future

Greenport

Central hub in a decentralized online world

Our industry is changing rapidly

Direct streams increase to 65% in 2020

Yet, no market place to facilitate direct streams in scalable way

Growth of 5-6% mostly coming from non traditional RFH markets

Yet, no global platform for scalable international trade



Volume of small scale transactions growing rapidly based on consumer demand

Yet, the value chain still uses the old fashioned processes (e.g., weekly purchase rhythm)

The shift to digital is about to disrupt the industry

Yet, current technology solutions dated and suboptimal

Central hub in a digital, worldwide platform

Royal FloraHolland

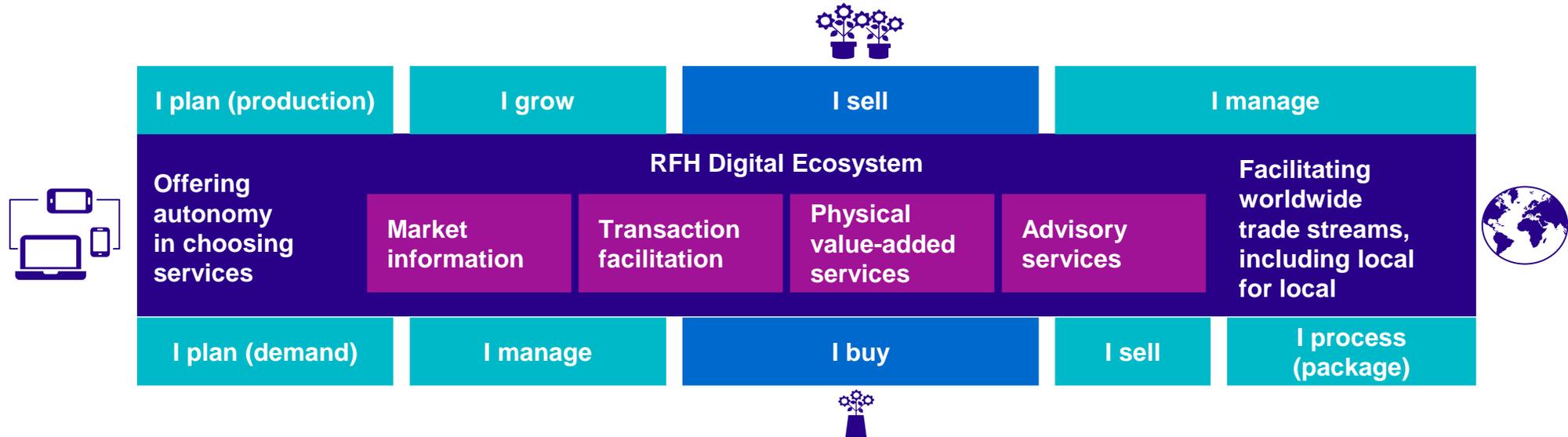


- Access to new geographies and business models
- Renewed ability to facilitate the best horticulture trade value chain
- Co-creating with the world's largest horticultural community for its members

Suppliers



- Access to customers in existing and new markets
- Ability to differentiate on quality and offering characteristics
- Support and insight to manage journey



Customers



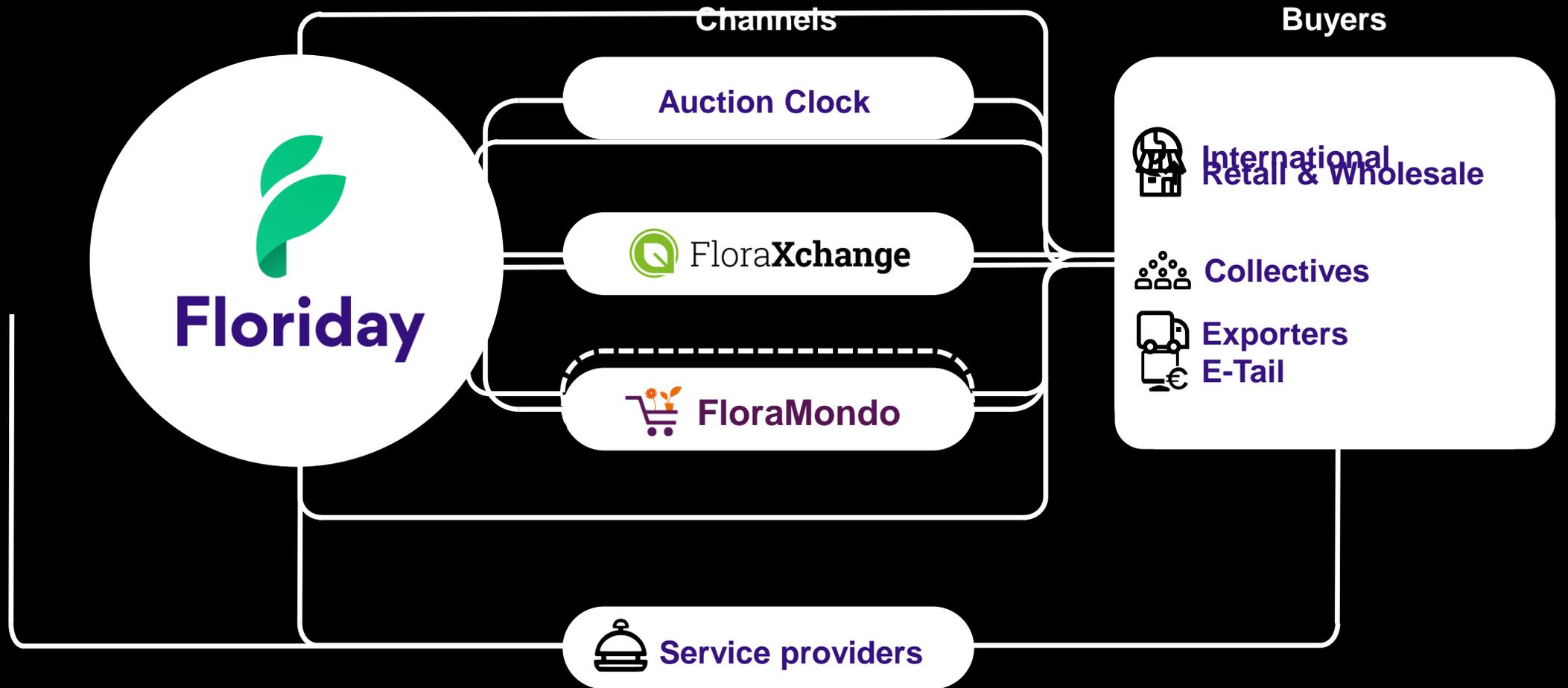
- Largest overview of suppliers and products with reliability, accuracy, reviews and advanced search
- Support and insight to manage the journey
- Flexibility to include optional services from RFH and third parties

Third parties



- Unlimited access to serve a multibillion euro trade market, currently underserved
- Ability to service horticulture category in new and alternative channels

Floriday Multi Sided Ecosystem for 'Horticulture Exchange'



Multi Sided Ecosystem 'Sector Opportunities'



Facilitate and
Orchestrates market
on a Global Scale

Grower level playing
field in a Digital World

Speed of
Innovation

New Business
Model
opportunities



“We did not do anything
wrong, but somehow we lost”



What do we have to change?

While in **B2C** the consumers are demanding and established players are forced to adapt, in **B2B** we face a **triple challenge**...

●
company

●
business model

●
sector



I want to leave you with this...

●
Sector
Service
Providers

Work together
in a Digitized
world
-
personal
interest

●
Buyers

Start your
thinking with
sector value
-
personal
value

●
Growers

Level up
standards,
data quality,
stability etc.

●
Software
Partners

There is no
value in the
transaction
-
no B2B
booking.com

●
Royal
FloraHolland

Facilitate
New
Business
Models

Have a great **Floriday!**