

B2B PLATFORMS – PAVING THE WAY TO SUCCESS

Lessons and deviations to B2C –
a collaborative research by Capgemini Invent and
the MIT Initiative on the Digital Economy (IDE)



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Executive Summary

ARE WE STILL NOT THERE YET?

As consumers, we all use platforms in our everyday lives and have witnessed their influence and market-changing dynamics in person. Today, we even control our lights at home with our smartphones. And we wonder why these game-changing (not so new anymore!) platforms don't seem to take over the business-to-business (B2B) world. The first successful B2B platforms are gaining market share, but we are simply still at the beginning of their development. Companies aim to copy the success of platforms in the business-to-consumer (B2C) world over in their industry. However, many of them struggle to gain the benefits they initially hoped for.

Our joint research with MIT's Initiative on the Digital Economy shows that this is mainly due to two shortcomings: functionality selection and applicability. On the first point, many companies are not clear which main functionality ("core interaction") their platform should fulfill to really solve client pain points, and what specific requirements have to be considered for this type of platform. On the second point, we recognize many of the success models and experiences of the leading B2C platforms do not directly apply – the B2B world and its requirements are simply different.

For example, there are high integration requirements for existing customer systems.

To address these challenges, we present a framework aimed at helping companies quickly determine the appropriate platform type for their specific needs and its associated key success factors. In further research, we will delineate the differences between B2B and B2C platforms and take a deep dive into the success factors that determine success or failure when firms pursue B2B or B2B2C platform business models.

Press Note:

<https://www.capgemini.com/news/mit-initiative-on-the-digital-economy-announces-a-new-global-research-project-with-capgemini-invent/>

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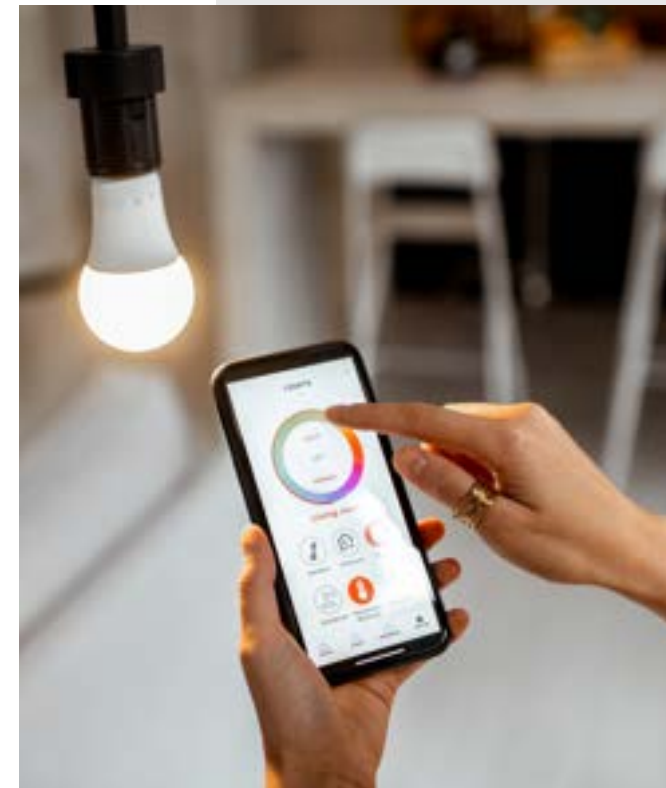
LIGHT AND DARKNESS WITH B2B PLATFORMS AND ECOSYSTEMS

As consumers, we are used to platforms filling all dimensions of our everyday lives, from shopping to health to home automation. We wondered if businesses interact and collaborate the same way with their customers – or are platforms simply still not mature enough in this world? Evidently, many of the first platforms are at the beginning of their development. And yet, the success of B2C platforms is a powerful motivator for B2B companies. Also, we see B2B e-commerce platforms doubling their global revenues in the past 5 years*. However, based on our research, many B2B platforms struggle to gain the benefits they initially hoped for. There are many reasons for this but they are beyond the scope of this publication. Academics and consultants alike are singing the praises of the amazing growth achieved by Airbnb, Uber, Alibaba, Tencent, Ping An, PDD, and others. But should those operating in B2B environments have the same expectations? Do they obey to the same economic characteristics as B2C platforms?

We don't think so. Our research points to major differences. Despite the attractive economics of B2C platforms, we argue that the B2C and B2B platforms are not the same. And there are important lessons learned for business leaders venturing into

B2B platform plays. In this paper, we will outline the **different types of B2B platforms** (Chapter 2) and their differences to their famous and successful counterparts in the consumer world. Also, we will present the first **key success dimensions when developing B2B platforms within** our framework (Chapter 3).

Platforms often fulfill the purpose of servitization to its customers. As a user (a person or a company), I want a core interaction to be fulfilled that makes my life easier in some way. We see many of our clients aiming to shift from their traditional product portfolio to new business models and recurring connected product and service revenues. They do this by identifying and solving customer needs and pain points. Traditional and new players look to identify untapped opportunities and evolve business models into connected services that create new customer value and that capitalize on existing inefficiencies. While many companies have already started to connect their products and offer new services, our research shows that many still struggle to achieve the envisioned benefits. But what are the key elements for this shift to lead to a successful transformation? **We see two possible journeys to evolve into a B2B platform business.**



* Source: Statista, In-depth Report B2B e-Commerce 2021

FROM PRODUCT TO PLATFORM

Many companies approach the question “How do you get a platform?” by building on their existing successful products and market presence. These should be used to establish a B2B platform and provide new digital offerings to support existing customers. Often, these organizations find it very difficult to achieve their ambitious goals, as other dynamics than with traditional products lead to success. In addition to setting up the platform, the identification of suitable digital services as well as their development and commercialization are major challenges, which we also address in our existing publication ***“Connected Services Health Check: Re-energizing Your Portfolio.”***

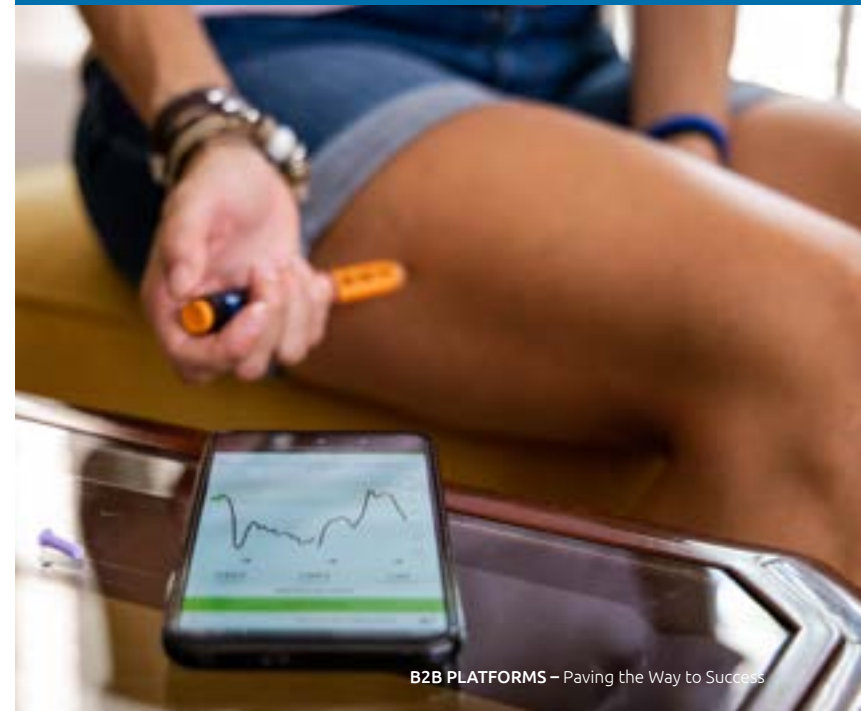
Airbus, with its Skywise platform, and CLAAS, with its 365FarmNet platform, are examples of this model. They both started to build a platform based on their existing product portfolio (aircraft and agricultural machinery respectively) (see also Chapter 2E).

PLATFORM NATIVES

The situation is different for what we call “platform natives.” They have the B2B platform as the core of their business and build additional services or even physical products around it. These might be large digital companies or newly founded ventures by traditional companies or start-ups. Advantages arise from the fact that no attention needs to be given to existing legacy structures and product portfolios, which increases the speed and precision of the ambitions. Amazon uses its AWS platform to continuously build new services and offerings around it, while the founding of the new start-up, CheMondis, by chemical company Lanxess, secured complete autonomy from its parent in a greenfield approach. This made it possible to quickly (and especially faster than the competitors!) launch a B2B chemical marketplace.

While both approaches to a platform transformation journey show early success in the B2B world, we have found that many companies still have challenges when looking to create a suitable platform for their customers. This is due to a wide variety of reasons. Here, our research falls into place: ***identifying the relevant dimensions that make a successful platform and how they should be approached.***

Many unknowns will be addressed – read our first insights in the next chapter! For example, what’s the right platform approach to deliver services and enable new business models? Is the platform really solving a customer pain point? And what is the ideal organizational set-up for delivering the platform?



2

NOT ALL B2B PLATFORMS ARE THE SAME



B2B platform here, B2B platform there – but what is a B2B platform? One might think of a marketplace. Then again, one might think of an Internet-of-Things (IoT) service. And both are right. There are various types. They all differ in core functionality, complexity, platform economy dynamics, and key success factors to establish them. Some types we know very well from our consumer life, while others shed new light only for businesses. Speaking to various platform companies and coding over 150 of them, we feel ready to distinguish B2B platforms in a comprehensive manner. What are they? What main core interaction do they fulfill? What are their differences to B2C platforms? What issues pose them challenges? Let's have a look at them before we present our **B2B Platform Framework** in Chapter 3.

Business-to-business (B2B) describes transactions between businesses, such as one involving a manufacturer and a wholesaler, or a wholesaler

and a retailer. A B2B platform enables such digital transactions to **exchange products, services, or data between businesses**, rather than between businesses and consumers (Business-to-Consumer (B2C) platforms). In simple terms, platforms consist of an input layer (e.g., data from sensors or other systems), the platform backbone (where data is stored and enriched), and a frontend that provides the services (e.g., apps or terminals).

To distinguish between the various types of B2B platforms, we differentiate them by assessing **where the value is being created**. Our research points to several variations that are being developed, based on their core offering or the nature of the service they provide. We see four main categories of B2B platforms: **Intelligent Products and Services, IoT Platforms, Data Aggregation and Collaboration, and Marketplaces**. Let's have a look!



A. INTELLIGENT PRODUCTS AND SERVICES

“We augment traditional products with connectivity and data, turning the combination into new, value-added products and digital services.”

Where is the value created:

In the enrichment of existing, traditional products and assets with new services and features, achieved by connecting them.

“Later stage IoT” – the delivery of a finished service.

Examples:

BuildingMinds, LH Aviator, and IBM TradeLens

Intelligent Products and Services platforms enable companies to expand their existing – let’s call it analog – product portfolio by integrating it with new functions and services. This is often done with the aim of solving customers’ needs and pain points, but also to develop entirely new business models and segments. Nowadays, when we drive through the streets of a big city in the evening, we see colorful, cozy, atmospheric lighting scenes in more and more windows, instead of the white ceiling light we were used to. Philips Signify, with its Hue platform, has solved a problem for consumers that they didn’t know they even had. By connecting light bulbs and lamps, it is possible to control and create your own lighting scenes via your smartphone. While we often encounter a greenfield in the B2C space, the challenges for companies to undertake such ambitions for their B2B customers are immensely more difficult. This is due, among other things, to the sluggish adaptation of such platforms. The customers mostly have existing systems in use, or machines and products from a variety of manufacturers, all of which must be integrated into the platform - this is associated with a high level of effort... Households, in the end, all use the same light bulbs!

We also notice that this type of platform often focuses on stand-alone value at the beginning and network effects, where partners and customers create value for each other, only gaining relevance over time. Accordingly, the platform operator must use key functions developed in-house to encourage customers to adopt. Another challenge arises from the fact that it may be difficult to develop a suitable partner network for more advanced functions, one that meets the operator’s own quality requirements and possesses the industry expertise needed to implement the required features. We also see challenges in the marketing and sales of the new digital offerings – the existing sales force is usually unable to manage this. It can make sense to first check the customer’s current situation for possible deficiencies and offer dedicated solutions that can solve them, rather than flooding the customer with an excessive amount of services right from the start.

“ VOICES FROM PLATFORM OPERATORS



“We tried to use our existing sales structures, but it didn’t work out; they had no clue on how to sell digital services. We had to do the sales ourselves with a new sales force.”



B. IOT PLATFORMS

“We sell technology and services to enable our clients to develop their own IoT solutions.”

Where is the value created:

In the provisioning of IoT platforms and underlying services to enable customers developing their own connected solutions.

“Early stage IoT” – the delivery of a platform for further development by clients.

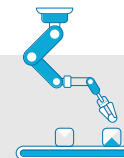
Examples:

AWS IoT, PTC ThingWorx, Siemens MindSphere, and Cumolocity IoT

Industrial IoT platforms are clearly designed for the B2B sector by virtue of their very name – there are no corresponding examples from the consumer world. In contrast to IP&S, which offer ready-to-use services, we are referring to platforms that enable their customers to use IoT technology internally (e.g., to interconnect their own factories and optimize their processes) or externally (e.g., for new business models by developing their very own IP&S platform) and enhance them further themselves. They serve as a shortcut to not having to reinvent the wheel, but to focus on their own customizations with a good basic technology framework. Prominent examples include AWS IoT, Siemens MindSphere, and PTC ThingWorx. They all share the target of making IoT as simple as possible for clients, partly more generalist (AWS), partly more specialized (ThingWorx), partly from large industry players (MindSphere), partly from very specialized, niche providers (Cumolocity). You could casually call the business model IoTaaS, with still a lot of integration and

customization required on the client side to get benefits from the platform. These platforms face major challenges in integrating with existing systems on the client site – often a lot of upfront work is required before the platform is ready to use. Who will cover these costs? How are customers convinced to make these investments and thus commit to the platform? We also see that many companies are reluctant to give up too much influence, because the benefit of the platforms is difficult to measure in advance!

“ VOICES FROM PLATFORM OPERATORS



“We have a lot of difficulty attracting customers to our platform because it has a big impact on their processes and structures, and they have a certain ‘fear of the large firm’ and loss of control.”



C. DATA AGGREGATION & COLLABORATION

“We aggregate data from various sources to develop services and enable new ways of exchange and collaboration across company and industry borders.”

Where is the value created:

In the aggregation and exchange of data that enables new analytical services and collaboration opportunities.

Examples:

DT Data Intelligence Hub, Otonomo, Farmer Business Network (FBN), and AWS Data Exchange

While data is of course essential to all types of platforms, it does not necessarily constitute the service itself. But we are beginning to see an increase in platforms that focus on aggregating, collecting, and analyzing data from multiple sources. Some of us record our runs with a wearable device, our hikes with a GPS tracker, our food with a calorie app, and our health data with a medical device. Platforms like Apple Health help us find and analyze all this data aggregated in one place. This creates a foundation, but we don't yet see any other services that can be provided with this data. For example, third-party partners cannot offer services, and we cannot learn from others' data. But all of this could be technically possible. However, two big questions are already apparent: how is the data handled correctly and what regulations must be observed? While Apple Health (so far) only collects the data of individual persons without combining it, industrial offerings are already a leap ahead in this regard: The aircraft manufacturer, Airbus, collects operational and sensorial data from aircrafts in the air and on the ground with its Skywise data platform. This aggregated data from various airlines is analyzed collectively and thus enables services for all participants on the platform.

Similarly, in the automotive industry, Otonomo is a global platform for connected vehicle data and mobility intelligence. It cleanses, normalizes, and enriches automotive data from various sources to make it immediately usable by all ecosystem partners (e.g., for use cases that save time and costs during the development processes). As a neutral third party, Otonomo aligns Original Equipment Manufacturers (OEMs) and the multitude of valuable apps and services that use car data. Third-party apps and services gain easy data access, while OEMs maintain control over which services can access their data, saving them the effort of consolidating each other's data.

The Farmer Business Network (FBN) is an independent, unbiased and objective farmer-driven information source. By sharing agronomic precision data with one another, all participating farmers can make better decisions on seeds and agronomics. Data platforms present great opportunities for network effects. In this case, as each new farmer joins the FBN Network, every member's seed information, agronomic analytics, and buying power gets stronger.

In a further evolutionary step, new collaboration opportunities can arise on such (inter-company) data pools (“Collaboration Value Creation” or “Collaborative Data Ecosystems”). We can imagine that collaboration will also be redefined across industry boundaries (mixed industries), or service platforms will emerge (e.g., outsourcing of engineering process to various suppliers).

For more insights into monetizing vehicle data, take a look at our latest publication [***“The vehicle data big bang: How to turn theory into reality.”***](#)

“ VOICES FROM PLATFORM OPERATORS



“We are bridge-makers, helping clients understand their data sets, benchmark them, and have access to other data sets. It’s a tough challenge to aggregate the data and build a common data model – every party has its own data types.”





D. MARKETPLACES

“We provide new innovative ways to bring together offer and demand for traditional products and digital services.”

Where is the value created:

In bringing various sides (e.g., supply and demand) together and facilitating transactions. This is either for goods and services, software, or data (or a mix).

Examples:

Klöckner XOM, CheMondis, Shell Oren, Schneider Electric, and SignSpot

Etsy is a wonderful platform to purchase handmade, vintage, custom, and unique products from small businesses and individuals. It is also the epitome of a marketplace platform. In one place, we find globally distributed vendors that we would never get to know elsewhere. If we didn't know them, we'd have to scour hundreds of online stores one by one – very tedious. Our private lives are now dominated by these marketplaces (do you know AirBnB?) – they are the blueprint for platform business models. Analogous to a traditional marketplace on a city's forum, where suppliers of the region meet demanders of the city on Saturdays, suppliers and demanders are now brought together digitally on a single online point of contact. These tendencies are often seen on the other platform types as well, when partners and customers create value for each other (e.g., through specialized software or services), but mostly only during the later stages of development. While stand-alone value is very important in these, raw marketplace platforms live well from network effects (more demanders favor more suppliers and vice versa). With Etsy, we don't have to call up various small stores (most of which we wouldn't even know); whereas, in the B2B world, legacy and analog purchasing processes are under attack. As the core interaction, a marketplace enables a central point of entry to address all suppliers without having to make thousands of phone calls or hold personal meetings. At the same time, as a supplier

we can reach many – even new – customers with little effort. Products and raw materials can be traded, as well as such digital goods as software or data. Success stories that we would like to highlight here are XOM for the steel industry and CheMondis for the chemical industry. In both cases, an important success factor was the strong separation (both internally and especially in terms of brand awareness externally) from the respective parent companies Klöckner and Lanxess, in order to get competitors of the latter onto the platform – a very essential undertaking!

While for consumer platforms scaling runs by itself after a certain point (hello network effects!), companies in the B2B area face major challenges to port these successes. This is also due to higher setup costs to connect to existing participants' purchasing or ERP systems and data formats, as well as legal contracts to be signed on an individual basis, rather than just having users signing-in. Also, B2B marketplaces need to take additional required functionality into consideration (e.g., due to longer purchasing cycles and dynamic prices depending on product changes or the quantity of items).

“ VOICES FROM
PLATFORM OPERATORS



“It was essential for us to be our own spin-off and not remain in the large corporation. This way we had no problems with complicated processes and hierarchies and were faster than our competitors. In addition, being our own brand makes it easier to get ‘former’ competitors to enter the marketplace.”





E. HYBRID PLATFORMS

“Our B2B platform combines aspects and services of different platform types.”

Where is the value created:

These platforms are evolving from initially being of one type, such as an IP&S platform based on the existing product portfolio, to a hybrid form by introducing additional features over time, such as a marketplace or data-driven offerings.

Examples:

365FarmNet and Airbus Skywise

Well, often it is not the case that a company has only one specific type of platform. In many cases, we see hybrid forms that include different types planned from the beginning or evolved over time. An example of this is the agricultural machinery manufacturer, CLAAS, with its 365FarmNet platform. Over time, 365FarmNet is becoming the operating system for farm management and one-way access for farmers. Until now, there have been many various software systems, all of which are different, produce a lot of data, but do not provide the right information*.

Take an IP&S platform that collects data from agricultural tractors, analyzes it, and presents it to the farmer for different services for the fleet. Its success very much depended on the connection not only to its own machines, but also to those of competitors. Only very few farms in Europe work exclusively with CLAAS machines – a first opening for the platform from the start. In addition to this stand-alone value, which brings the platform to customers, a marketplace for services around the farm and herd has now evolved, with coordinated access via 365FarmNet. Companies all around the world are developing new software and services for farmers to help them make better decisions based on their data. 365FarmNet is acting

as the entry point and single platform for the management of the entire farm across different operational areas, where third-party partners can develop and offer their specialized solutions on a marketplace, like the iOS app store. 365FarmNet thereby enables the farmers to use a single user interface for all services on the field provided by various suppliers (e.g., for crop cultivation, precision farming, and fleet and herd management).

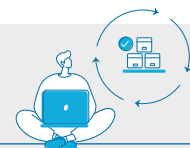
The aircraft manufacturer Airbus collects operational and sensorial data from aircrafts in the air and on the ground with its Skywise data platform. Planned and started from the beginning as a hybrid, it connects the aircrafts in the field to collect data and aggregate this data from various airlines into one offering. This aggregated data from various airlines is analyzed collectively and thus enables services for all participants in the platform. The more airlines contribute data, the better the analytics (e.g., for predictive maintenance of parts by analyzing in-flight sensorial data in near real time). Skywise is now the leading data platform for the aviation industry, a fully extended and integrated ecosystem comprising airlines, lessors, suppliers, third-party developers, Maintenance, Repair and Operations companies (MROs), and airports.

* Source: *International Dairy Topics, The importance of good management on dairy farms*



The greatest pitfall Airbus has to deal with is clear: how are (in this case) airlines motivated to provide their own (valuable) data? Who owns the data? But above all, how can we make the benefit clear to all of them? A large airline may not see the point of releasing its large data pool, which then benefits airlines with much smaller fleets... Does a “supplier” of large data sets pay less for the service than a participant with small data sets? Marketing, data collection, and clearly showcasing the value proposition for the individual participants pose the greatest challenges, along with the technical implementation (e.g., how do I ensure that I can use all the data, but that no conclusions can be drawn about the individual). In addition, various regulatory and regional requirements must be met, which makes scaling difficult.

“ VOICES FROM PLATFORM OPERATORS



“We’ve gotten to a point where our data is better than market research. Ours is real time and 100% accurate. We can go to entire new customer groups with this!”

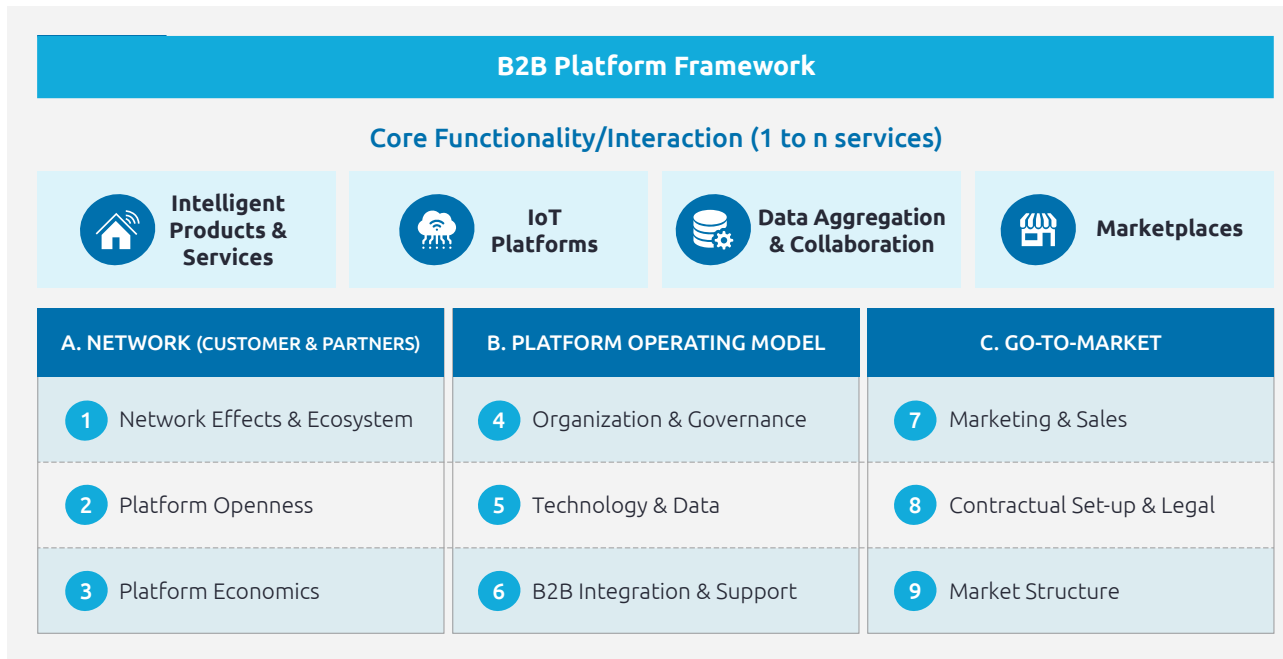
A person in a blue suit is holding a tablet displaying data charts. The background shows a factory setting with robotic arms and machinery. The text is overlaid on the image.

“ MANY COMPANIES HAVE UNREALISTIC EXPECTATIONS OF THEIR OWN PLATFORM AMBITIONS DUE TO THE ENORMOUS SUCCESSES OF LARGE B2C PLATFORMS. ”

3

SHINE BRIGHT: KEY SUCCESS FACTORS WHEN BUILDING B2B PLATFORMS

Fig. 1
Capgemini Invent B2B Platform Framework



In the course of the existing research (evaluating the interview results and coding B2B platform companies), we were able to derive the different types of platforms and identify their main challenges with recurring patterns. This enabled us to build a framework that covers all necessary dimensions when building B2B platforms and enabling a successful transformation. It turns out that most companies we have talked to face similar challenges and seek answers on how to best approach them. While they all apply to every type of platform, some are more important to a certain type than others.

First, as we've shown, **it is important to know that not all platforms are the same**. One company understands the term to mean something completely different than the next or their customers. Distinguish which task, we like to call it the "core interaction", a platform provides and which degree of openness the platform provides. For instance, are we talking about an actual platform that brings together providers and customers of services and goods (open and with network effects)? Or are we talking about a "portal" that represents more a technological basis and single point of entry for offering online and connected services, but one that is (still) closed and enables no network effects amongst participants.

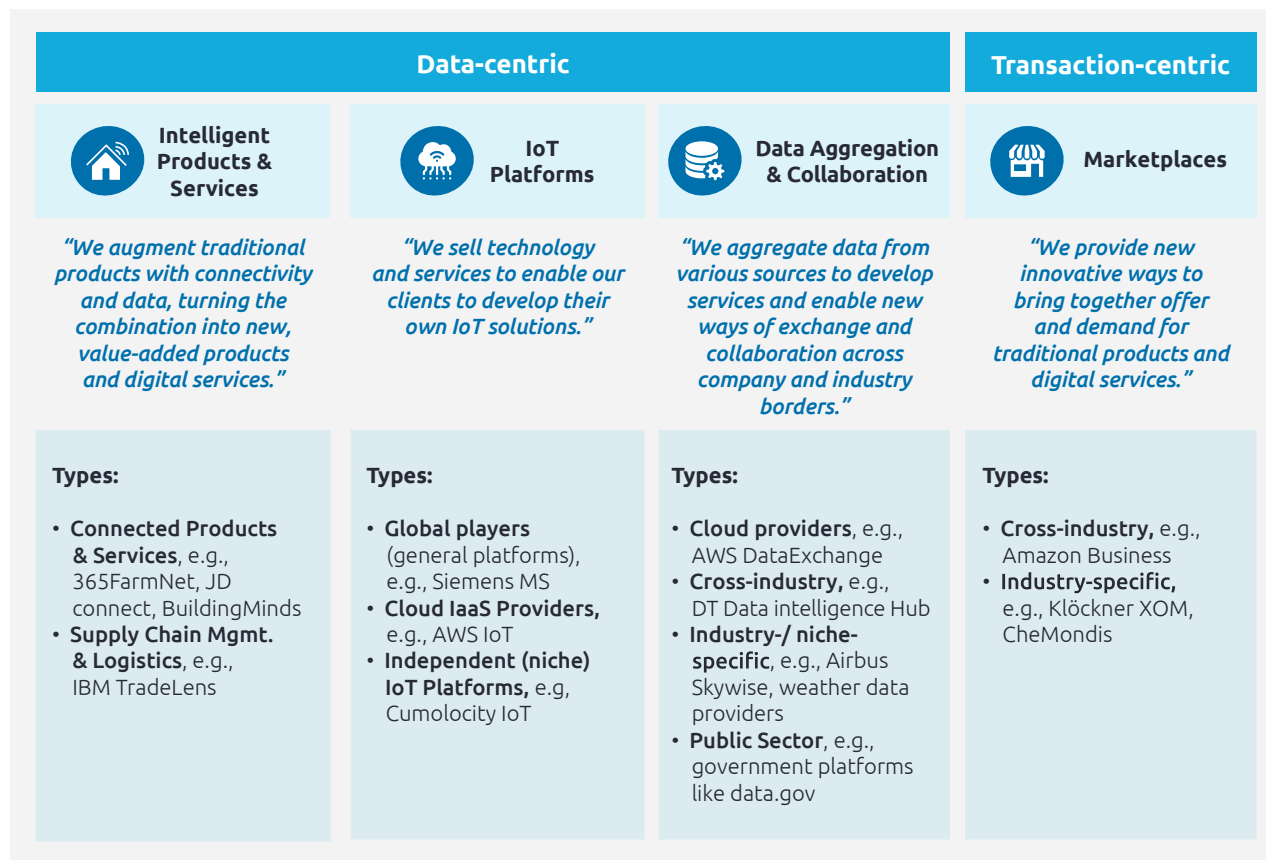
Looking at the framework, the upper part indicates the purpose of a platform, the lower part its design and shaping.

Fig. 2

Capgemini Invent B2B Platform Framework – Platform Types

THE CORE OFFER

Let's first look at the purpose, the Core Functionality – what is the intent and goal of using the platform? This is the first essential question to be answered within the platform strategy. We have outlined the various types of B2B platform in the course of this publication – find again this quick overview in Figure 2. After having looked at more than 150 platforms, we've identified those four main core interactions that could be assigned to each platform in the research. Also, all companies we have talked to within our interviews fall into one or more of those four categories. Keep in mind that many platform offerings present a combination of the types, often starting with one, that best fits the existing position of the company.



THE DIMENSIONS FOR SUCCESSFUL B2B PLATFORMS

Looking at the lower part of our platform framework on Figure 1, we're focusing on a platform's design and shaping. We see three major sub-areas, which essentially determine the complexity of a platform and are decisive for its design, but also for its success: (1) the **Network**, (2) the **Platform Operating Model**, and (3) the **Go-To-Market**.



NETWORK

Platforms often differ dramatically, especially in their own understanding of the network, and can be a good indicator of their own maturity. Are we talking about a simple online portal, a web shop in which data is simply made available, or do we possibly already have partners and customers on the platform who interact with each other? Where do we actually want to go? In the course of the interviews and company coding, we saw both, very open platforms aiming at network effects and very trivial access portals without any openness to 3rd party suppliers. Relevant questions to be asked: How open is your platform? Have you already created network effects, or do you want them at all? What's your business model? Is additional revenue the only measure of success?

We see that many traditional companies with existing product portfolios tend to start with stand-alone value propositions that solve need and pain points along their existing customers' value chains. This might later shift to same-side and cross-side network effects once partners are included or a marketplace is added.



PLATFORM OPERATING MODEL

While we can learn and adopt a lot from the success of B2C platforms in the area of IT architecture and usability of functions, the often-complicated integration of the platform with existing customer infrastructures and extensive dedicated support present particular challenges. For many established companies, the question also arises as to whether their own resources (e.g., data strategy, required employees, etc.) permit the successful establishment of a platform and in which organizational model this should take place.



GO-TO-MARKET


Given the fact we have identified our dedicated customers' needs and pain points and created the right core-interaction(s) – which is already a massive success! How can we convince customers of this added value? How should the platform be brought to the customers? How do we do that? What legal issues need to be clarified? Do our customers fear giving away market power? How do we convince them to join the platform? These are critical and often extremely problematic questions. Success or failure also very much depends on the right answers to those questions.

Outlook on further research

In total we realize that scaling and growth for B2B platforms is much harder than in the B2C world and companies across all sizes and industries facing very similar challenges.

Keep an eye out for our coming publications of this research with more details on our findings and insights. We will deep dive into the nine dimensions of our developed framework in depth, highlighting main critical success factors & tumbling blocks and how to address them for a successful platform journey!





“ A COOL USE CASE AND A FUNCTIONAL TECHNOLOGY BASE ARE NOT ALL IT TAKES TO LAUNCH A SUCCESSFUL B2B PLATFORM — WE CAN TELL YOU THAT! ”

A hand with a finger pointing down at a grid of red and blue dots on a dark background. The dots are arranged in a pattern that recedes into the distance, creating a sense of depth. The background is dark, and the dots are illuminated, creating a glowing effect. The hand is in the upper center of the frame, with the finger pointing towards the bottom center.

4

OUR RECOMMENDATION FOR SUCCESSFUL PLATFORM JOURNEYS

Get ready to kick-off or re-energize your platform journey – be it for Intelligent Products and Services, IoT Platforms, Data Aggregation & Collaboration, or a Marketplace. If you don't act now, you'll always be chasing the pack. So, why not start now and end up running ahead of the field?

Each company has its own unique strategy, mission, vision, and market position. Thus, the recommendations need to be aligned with these factors to fully exploit the potential of a B2B platform approach. We also know that different sectors are at different levels of maturity, and this, too, will shape the response to further recommendations.

The framework outlined in this document should be viewed as a first step towards bringing your B2B

platform ambitions to life. There are many other considerations that tie directly to your individual business strategy and aspirations for a connected enterprise. First, make sure to identify the right type of platform and act according to its specific needs. Second, recognize the key dimensions for a successful transformation into an ambitious platform.

Stay tuned for our upcoming publications focusing on the further results of this extensive and collaborative **Capgemini Invent x MIT's Initiative on the Digital Economy** B2B platform research. We will publish a second paper in the coming future, focusing on the findings of the key challenges within the framework as well as the problems and pitfalls companies are currently struggling with the most and how to solve them!



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Leonardo is a Senior Consultant at Capgemini Invent focusing on platform economics and digital services. He worked on helping companies ramp-up digital projects, adopt digital technologies and implement platform strategies and new digital services. He's passionate about new technologies, their implementation into our everyday lives and synergies between big companies and smaller innovative providers. He is currently a visiting scientist at MIT Sloan School of Management and conducting the research on B2B platforms and their road to success. He holds a master's degree in Information Systems from the Technical University of Munich (TUM).



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Leonardo is a Vice President at Capgemini Invent, leading the global activities around Intelligent Products and Services. His focus lies on helping companies to transform traditional products and services into green, intelligent ones to create new services and business models. He supports his clients from strategy, through product design and implementation, unlocking top line growth and process efficiency. Before joining Capgemini Invent, he worked at SAP Research, exploring how IoT can be used to transform companies' business models and processes. He holds a diploma in Computer Science and a PhD from the Karlsruhe Institute of Technology (KIT).

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We are a leader in sustainable breakthrough product innovation, co-creating next generation services and business models that delight customers and disrupt markets. We deliver end-to-end product lifecycle services, from concept to market, underpinned by full stack design and development capabilities.

We leverage our family of world-class brands bringing human-centered design from frog that wins hearts and move markets, innovative connected hardware solutions and breakthrough innovation and R&D from Cambridge Consultants. Combined with Capgemini Engineering's broad expertise in cutting-edge technologies, we help clients embrace innovation and deliver an end-to-end transformation to get the future they want at speed and scale.



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About Capgemini Invent

As the digital innovation, design and transformation brand of the Capgemini Group, Capgemini Invent enables CXOs to envision and shape the future of their businesses. Located in more than 36 offices and 37 creative studios around the world, it comprises a 10,000+ strong team of strategists, data scientists, product and experience designers, brand experts and technologists who develop new digital services, products, experiences and business models for sustainable growth.

Capgemini Invent is an integral part of Capgemini, a global leader in partnering with companies to transform and manage their business by harnessing the power of technology. The Group is guided everyday by its purpose of unleashing human energy through technology for an inclusive and sustainable future. It is a responsible and diverse organization of over 340,000 team members in more than 50 countries. With its strong 55-year heritage and deep industry expertise, Capgemini is trusted by its clients to address the entire breadth of their business needs, from strategy and design to operations, fueled by the fast evolving and innovative world of cloud, data, AI, connectivity, software, digital engineering and platforms. The Group reported in 2021 global revenues of €18 billion.

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