

APRIL 2022

Pivoting to platform?

Key considerations for your organization



One of the most significant shifts that the pandemic has catalyzed is the transition to cloud and platform-enabled services. While the platforms are not a new phenomena, the buzz surrounding them finds greater resonance in post pandemic narratives. **Businesses find themselves in an increasingly complex and uncertain environment, and as a measure of sustenance, need to transform how their products and services are accessed and experienced.**

LagomWorks' research highlights the key considerations for transformation to a platform-led business model. These considerations are informed by our extensive research across eight global organizations at different stages of their transformation journeys - encompassing Big Tech, Professional services, and Software-led companies.

Situated at the intersection of organization cultures, technologies and talent priorities, this edition of #research4outcomes presents our key findings and recommendations.

#RESEARCH4 OUTCOMES

VOLUME 4

Highlights

- 1 Organization priorities to enable a successful transformation
- 2 Aligning organization structure with a go-to-market strategy
- 3 Managing your talent with flexibility
- 4 Gearing rewards towards customer success
- 5 Creating collaborative communities
- 6 Building a platform mindset

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Aligning organization structure with go-to-market strategy



Ensure that all levels of the organization are attuned to how your product or service will be positioned in the market. This is essential to delivering a unique value proposition to customers. How is this alignment built?

- Map client needs and create a **business model that is responsive** to those needs. Foster an environment that leverages alliances, enables innovation, and sustains agility.
- Establish a mode of thinking that **focuses on user experience and views the creation of exceptional value as an outcome**, beyond the focus on product features and functionalities.
- Recognize the importance of **internal and external collaborations to cross-pollinate skills and knowledge**. Align all verticals to the strategic vision and **create shared goals**. Invest in leadership and knowledge management models that focus on sharing real time information and expertise both within and across functions.
- Understand the elements of the **new career experience** – learn what resonates with your employees across generations, gender, locations, experience levels and skills. **Offer space for various forms of expertise and design fluid career paths** that can support multiple as well as multidimensional aspirations.

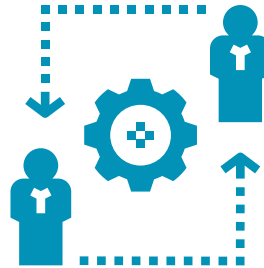
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Managing talent with flexibility



With the emergence of niche platform skills and product development capabilities, the popular narratives are foregrounding a “war for talent” across organizations. Specialized recruiting teams are being set up to source and hire people with the required platform or product management skill sets. Hybrid working has opened up the possibilities of varied work arrangements and geographic locations for sourcing talent. Talent acquisition as well as talent retention strategies now need creative realignment. What should this look like?

- Evaluate the different hiring practices that can help fulfill your talent needs. **Where can you reskill** internally? **What niche roles require hiring** from the industry? Can you consider **building partnerships** with other platform organizations to **borrow their skillsets** for specific projects?
- Examine aspects of traditional roles that can be **automated**, and keep pace with changing talent profiles.
- Strengthen managerial capabilities to facilitate **growth-anchored conversations** with employees, and provide them with multiple and multidimensional **career tracks**.
- Invest in **continuous learning and specialization** aligned to the growing cloud and platform capabilities. Focus on reskilling and upskilling people to **create an internal talent pool**.

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Rewarding for customer success



Talent practices across industries have always needed to keep pace with structural and value-chain shifts created by disruptive new technologies. What Reward elements should be reconsidered?

- Account for niche skills, emergent domains and the evolving ways of working to ensure that the reward and benefits structures account for diversity and flexibility. The post-pandemic normal will see new ways of working as the norm rather than an exception. This **flexibility will help cater to the needs of a hybrid, gig, distributed workforce.**
- While there is still a reliance on cash-based incentives to attract talent and curb attrition, the sustainability of this system needs to be evaluated. **Identify a differential rewards system that continues to support niche skills and value while fostering a sense of long-term ownership and entrepreneurial zeal.**
- Consider rewards for delivering end-to-end customer value rather than a single product feature. Be cognizant that **promoting behaviors that incentivize metrics as an outcome, rather than delivering customer value creation, could harm the intent with which employees perform.**
- **Explore benefits with socio-cultural relevance**, such as work-from-home support, parental and primary caregiver benefits. Encourage employees to pursue their own creative goals or projects, and provide benefits that nurture their health and wellbeing.

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Creating collaborative communities



For many platform-led organizations, collaboration is critical to fostering agility, innovation and speed to market. This is not only limited to having cross-functional teams work together, but also identifying external alliances with partners, users and stakeholders. This is what you can do to make collaboration a way of life in your organization –

- **Embed the idea of holistic decision making in the organization**, through internal collaboration, such as peer-to-peer ideation and cross-functional cooperation. Encourage and enable sales teams to partner with product development teams and tailor products for specific markets.
- Establish and leverage the network of **strategic partnerships for broader adoption** of the platform-led products and services. Create and engage with **developer-led communities and end-users who can share real-time feedback and trigger technology disruptions**. This strengthens the quality of the platform-led products and services.
- Leverage the power of virtual courses and workshops to make it easier for employees and partners to get onboarded on to the new platforms. **This enables advocacy with more people understanding the platform and recommending it within their networks.**

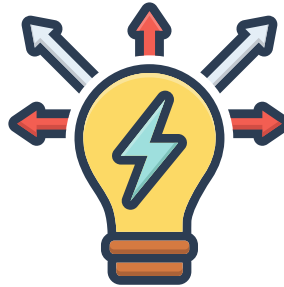
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Building a platform mindset



A platform organization should be envisioned as a special purpose vehicle, where each unit is sensitized to data-led transformation. Platforms are dynamic, and evolve continuously. This evolution heralds new roles and responsibilities that need to be taken on with a platform oriented mindset. Once organizations adopt a holistic approach for their pivot to platform-based offerings, the planning and decision-making related to business models, talent and innovation strategy, and go-to-market strategy will fall into place.

An area that may need collective reflection by organizations, as well as the industry, is to ask and understand: **what is the 'new career experience'** that individuals are looking for? With workers of different generations, varied professional priorities and new models of work-life forming, are organizations addressing the right questions? It is important to identify and align the values of your business with those of your employees and customers in order to create a sustainable work structure.

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