

Inhibitors and Enablers of Leverage in Digital Industrial Platform Ecosystems

Tobias Pauli, Emanuel Marx, Erwin Ficht, Christian Marheine, Martin Matzner

Business & Information Systems Engineering (2024)

Appendix (available online via <http://link.springer.com>)

Appendix A: Interview overview

Table 4: Details on interview partners

ID	Firm size	Firm role(s)	Interviewee's Position	Duration
PO A	> 100 000	PO	Product Manager	35 min
PO B			Product Manager	50 min
PO C			Account Executive	37 min
PO D			Partner Manager	60 min
PO E			Business Developer	40 min
PO F			Global Sales Enablement	41 min
PO G			Portfolio Manager	45 min
PO H			Partner Manager	53 min
PO I			Account Executive	38 min
PO J			Solution Architect	51 min
PO K			Business Developer	40 min
CO A	< 500	AD, CN	Head of Partnerships	37 min
CO B	< 500	CN, CP	Key Account Sales Director	29 min
CO C	<5000	AD, CN, SI	Key Account Manager, IoT Project Consultant	26 min
CO D	<500	AD, CN, SI	Member of Executive Board	37 min
CO E	>100 000	AD, CN, SI	Head of Sales	49 min
CO F	<50 000	AD, CN, SI	Executive VP for Sales & Business Development	21 min
CO G	<100	AD, CN, SI	Partner Manager	30 min
CO H	<100	AD, CN, SI	CEO & Co-Founder	29 min
CO I	<10	AD, CN	Managing Director	21 min
CO J	<100	CP	Partner Manager	43 min
CO K	<100	AD, TP	Founder & General Manager	45 min
CO L	<500	AD, CN, TP	Manager Data Analytics Projects	35 min
CO M	<500	AD, CN, CP	Managing Director & Key Account Manager	38 min
CO N	<50 000	AD, CN, SI, CP	Key Account Manager	42 min
CO O	<100	AD, CN, SI, CP	Founder & General Manager	43 min
ID: PO = platform owner CO = complementor				
Firm roles: AD = app developer CP = connectivity provider CN = consultant				
PO = platform owner SI = system integration TP = technology provider				

Appendix B: Interview guidelines

Appendix B.1 Complementor interview guideline

Initially, the interviewee's position and experience as well as basic company data are prompted.

- Your company is partner in the Connect ecosystem. Which role fits best to your company⁵ and which additional roles do you provide?
- Could you describe briefly how your company interprets its role(s)?
- Which main value proposition(s) does your company offer to the Connect platform ecosystem?
- Why did you choose Connect as an IIoT platform and what value do you gain from the platform?
Do you, for example, benefit from the partnership in terms of access to new customers?

- Which other platforms do you use and why?

- Which new business models emerged for your company by joining Connect and its ecosystem?

Alternatively: How does Connect fit to your current business model? How did it maybe change your business model?

- Which use cases, applications, or other solutions have you already provided to or via the platform, especially in the manufacturing industry?
- Could you briefly highlight the value proposition of your solution(s) for the customer as well as your contribution to it?
- As a Connect partner, you are part of a wide ecosystem: How are you informed and updated about other companies in the Connect ecosystem, including their competencies/roles?
- If you are currently not really well informed about other partners: would this be interesting/ relevant for you?

⁵Cf. the *firm role(s)* column of Table 4

- Do you actively use the Connect ecosystem, for example by collaborating with other partners to develop joint solutions like use cases, apps, or other platform improvements?
 - If so: Could you briefly describe the developed solution(s) and highlight the value proposition and roles of all involved parties? Was it a customer-specific or an open, transferable solution?
 - How tight is the collaboration with other actors in the ecosystem?
 - How did you manage to find and meet each other?
- Did you cooperate with any of the other actors in the ecosystem before affiliating with Connect?
- Do you have competitive relations with other actors in the ecosystem?
- If you have rejected a collaboration with a company of the ecosystem: What was the reason?
- If you plan to develop joint solutions in the future: Which complementary competencies would you require? Which piece of the puzzle is missing?

Appendix B.2 Platform owner interview guideline

Initially, basic information on the interviewee is collected, and concepts and terms used in the interview are briefly introduced.

- How do partners use the platform and ecosystem?
- Do they rather develop individual, customer-specific solutions or generic solutions for various customers?
- Do your partners primarily transfer existing solutions to Connect or do they develop new, innovative solutions through Connect?
- What does Industry Inc. prefer as a vendor? Is there a preference in terms of business models?
- What does Industry Inc. provide to the ecosystem to support innovation?
- How does Connect support interaction between actors in the ecosystem?

- How is Connect promoted as a marketplace for generic solutions or apps in the sense of an app store?
- In your opinion, is the focus rather on Connect as a technical platform, as a marketplace, or as an innovation driver?
- In which of these aspects do you see the greatest deficits?
- As a platform provider, how could you ensure that the different types of leverage are promoted even more?
- In your opinion, do IIoT platforms generally possess a high level of *generativity*?
- What are possible barriers to innovation or the development of solutions on IIoT platforms?
- How do you currently overcome barriers and how might this change in the future?
- What do you think are the biggest differences between B2C platforms like iOS or Android and B2B platforms like Connect?

Appendix C: Coding structure

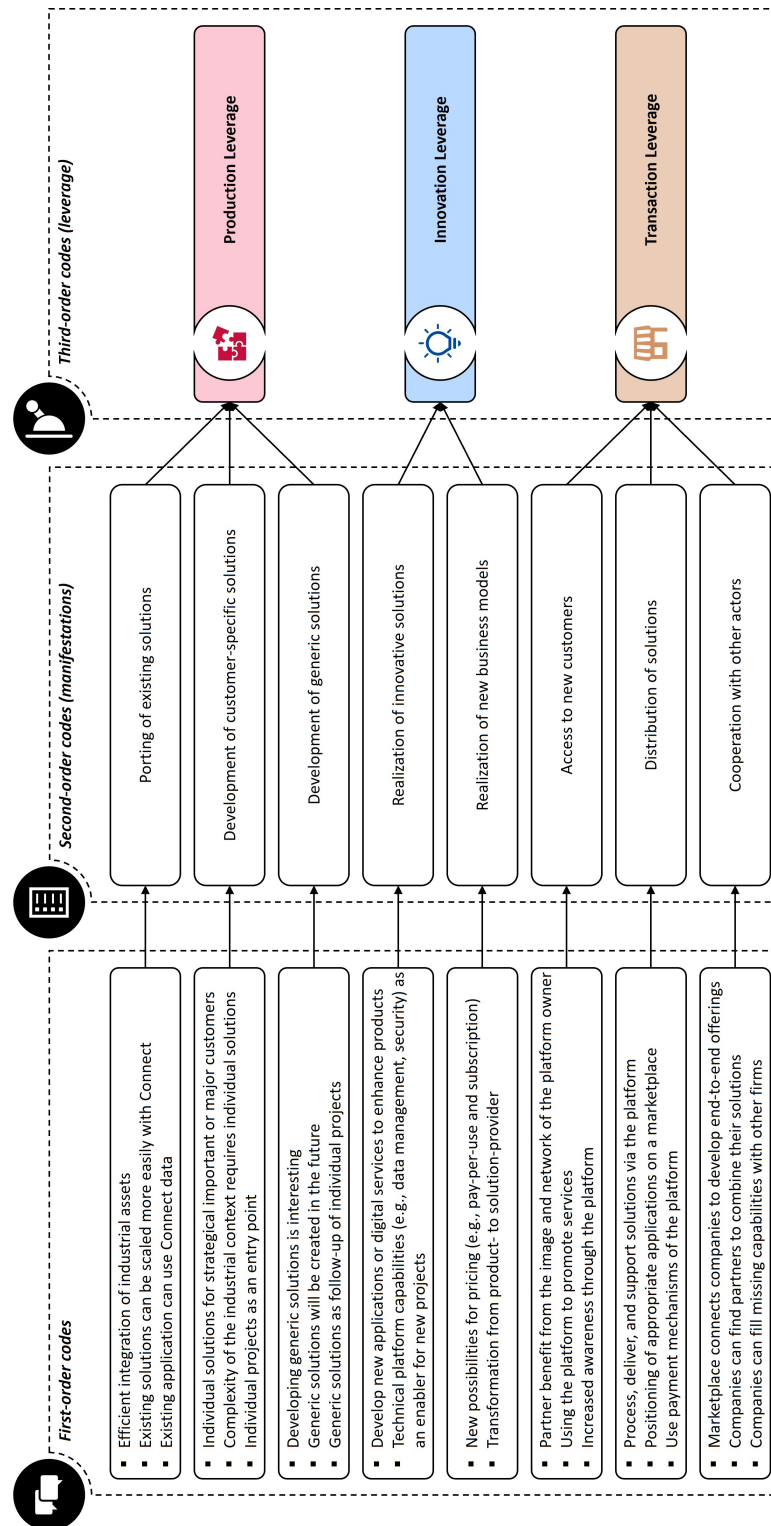


Figure 2: Coding scheme - leverage manifestations

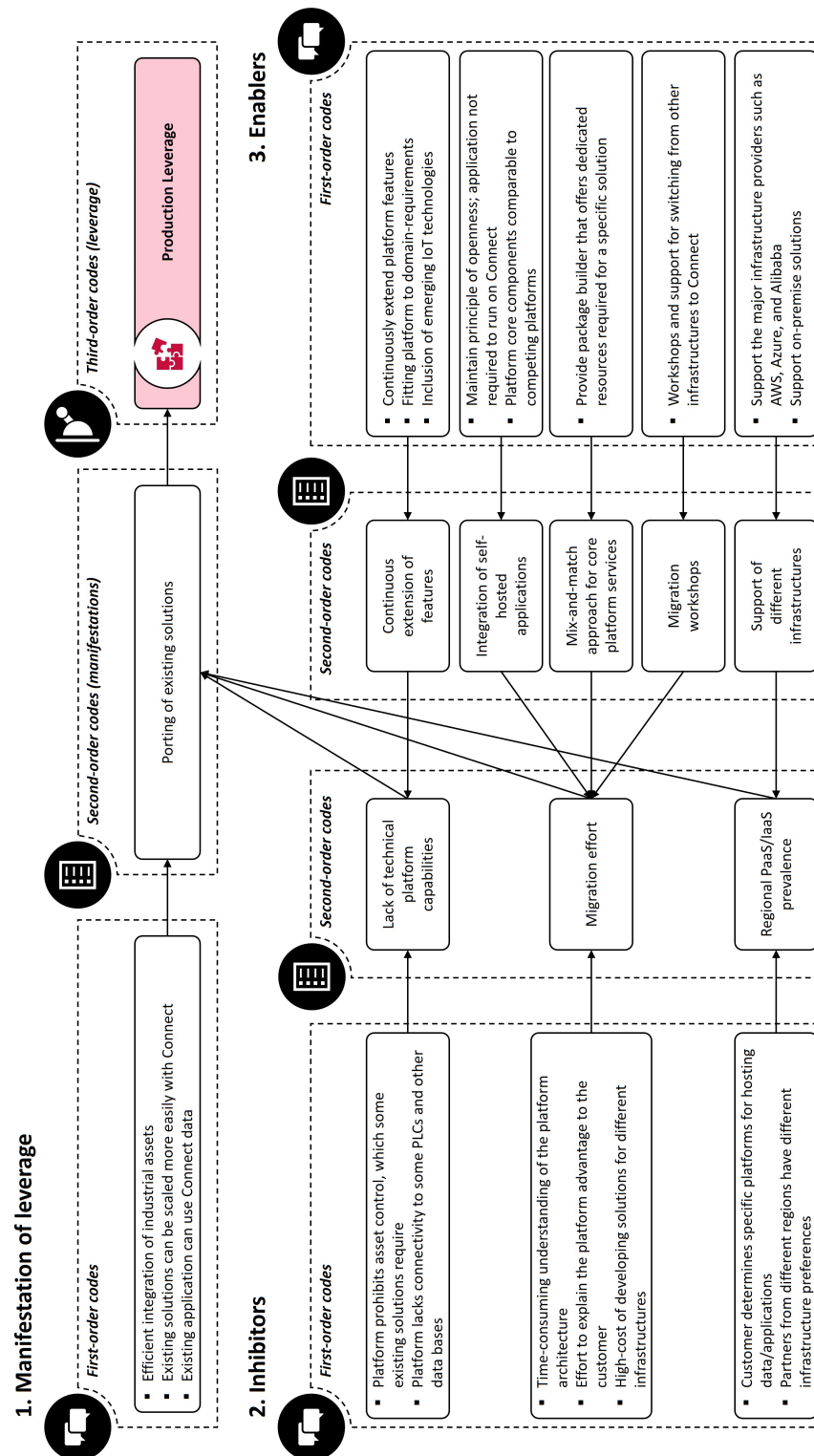


Figure 3: Exemplary coding scheme - inhibitors and enablers