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# **Platforms: Review & Outlook**

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**MIT PLATFORM  
STRATEGY SUMMIT**

**2020**

**MIT INITIATIVE ON  
THE DIGITAL ECONOMY**

# Race for platform talent

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## Key questions

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**Is there a race for platform talent?**

**Who is looking?**

**What skills/ experience are they looking for?**

**How well is the recruiting process working?**

# Search for talent: Recent platform strategy postings

Position	Company
Senior Manager Platform Strategy	American Express
Head of Product Platform Solutions	Walgreens
Platform Lead- Digital Strategy & Platforms	UBS
Head of Platform Strategy & Operations	Generate Biomedicines
Director, Startup Ecosystem	Google

Source: Platform Talent Database, Platform Strategy Institute, 2020

Source: Platform Strategy Institute, platform talent database, 2020

# Platform talent on the move

President and CEO



2008-2015



2017-2019



John Donahoe

CEO

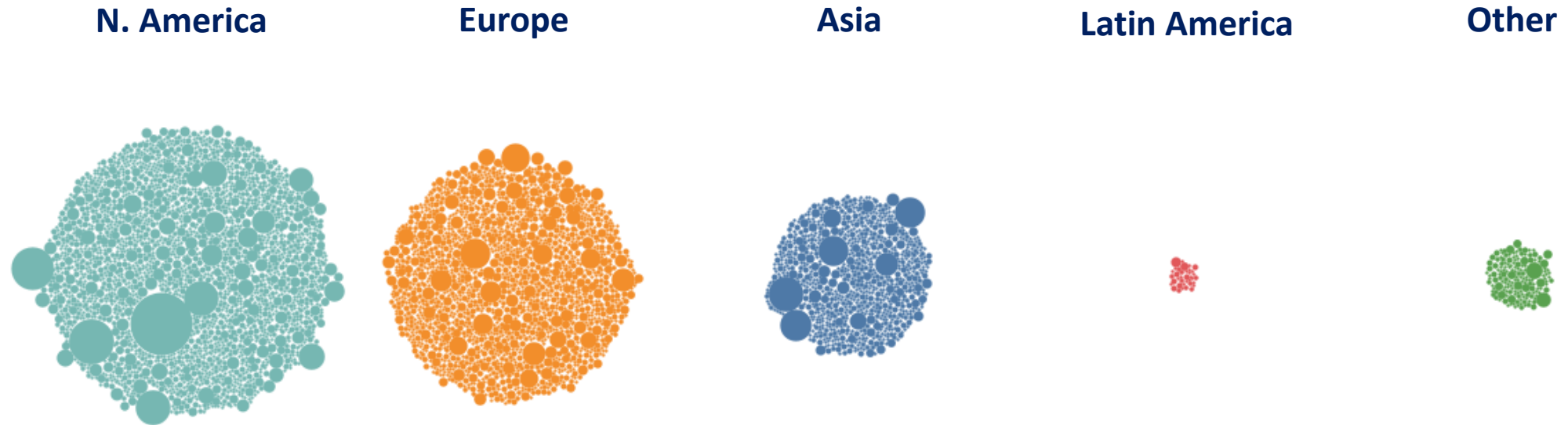
Started January 13, 2020



Source: Platform Strategy Institute, platform talent database, 2020

# Platform job postings by region

Total number of postings analyzed = 11, 085



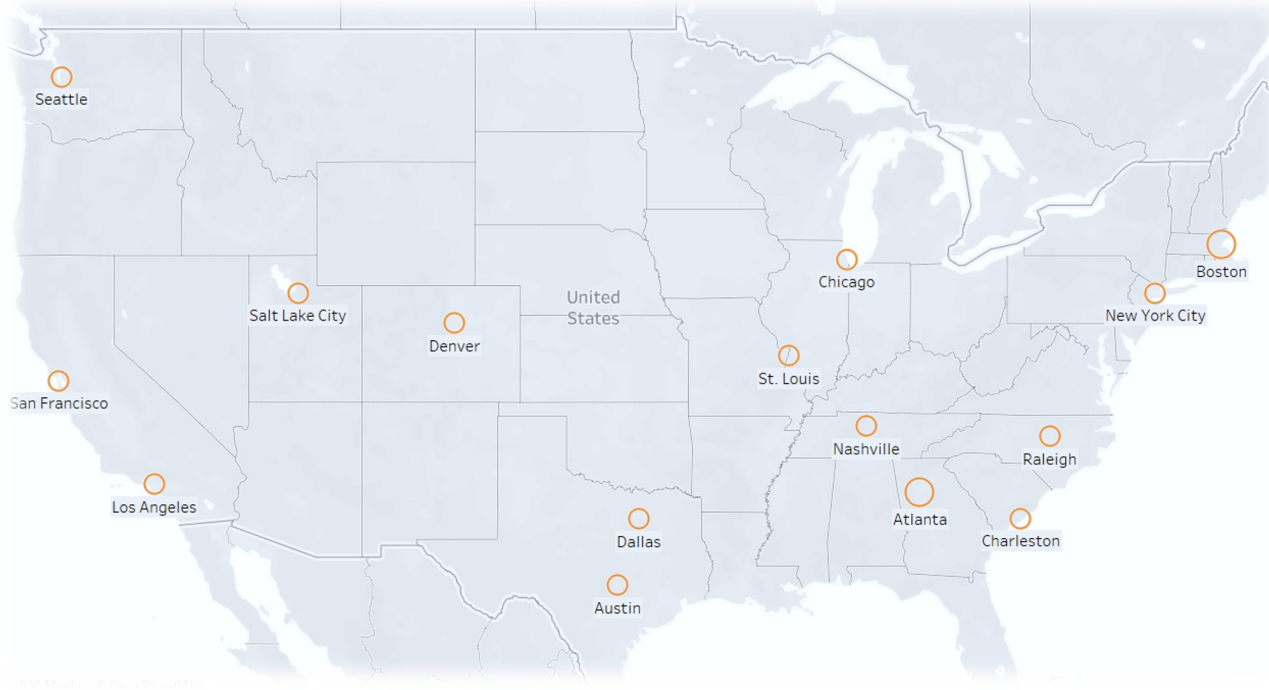
Source: Platform Strategy Institute, platform talent database, 2020

# Recruiting strategies

## Position: Sr. Director, Developer Relations

- ❑ Develop strategy, value propositions and measurable business targets to grow our technology partnerships and ecosystem
- ❑ Build a community of integration partners, foster relationships and opportunities to expand our business relationship and technology integrations
- ❑ Define and manage developer education and enablement programs to accelerate development of solutions that complement our platform
- ❑ 10+ years of experience in a combination of Developer Relations, Software Development and Partnership roles

### Same Role, Multiple postings (16 cities)



Location	
Atlanta, GA, US	2
Austin, TX, US	1
Boston, MA, US	2
Charleston, SC, US	1
Chicago, IL, US	1
Dallas, TX, US	1
Denver, CO, US	1
Los Angeles, CA, US	1
Nashville, TN, US	1
New York City, NY, US	1
Raleigh, NC, US	1
Remote, OR, US	1
Salt Lake City, UT, US	1
San Francisco, CA, US	1
Seattle, WA, US	1
St. Louis, MO, US	1
Grand Total	18

Source: Platform Strategy Institute, platform talent database, 2020

# Who's looking?



## Incumbents

Traditional companies with platform ambitions



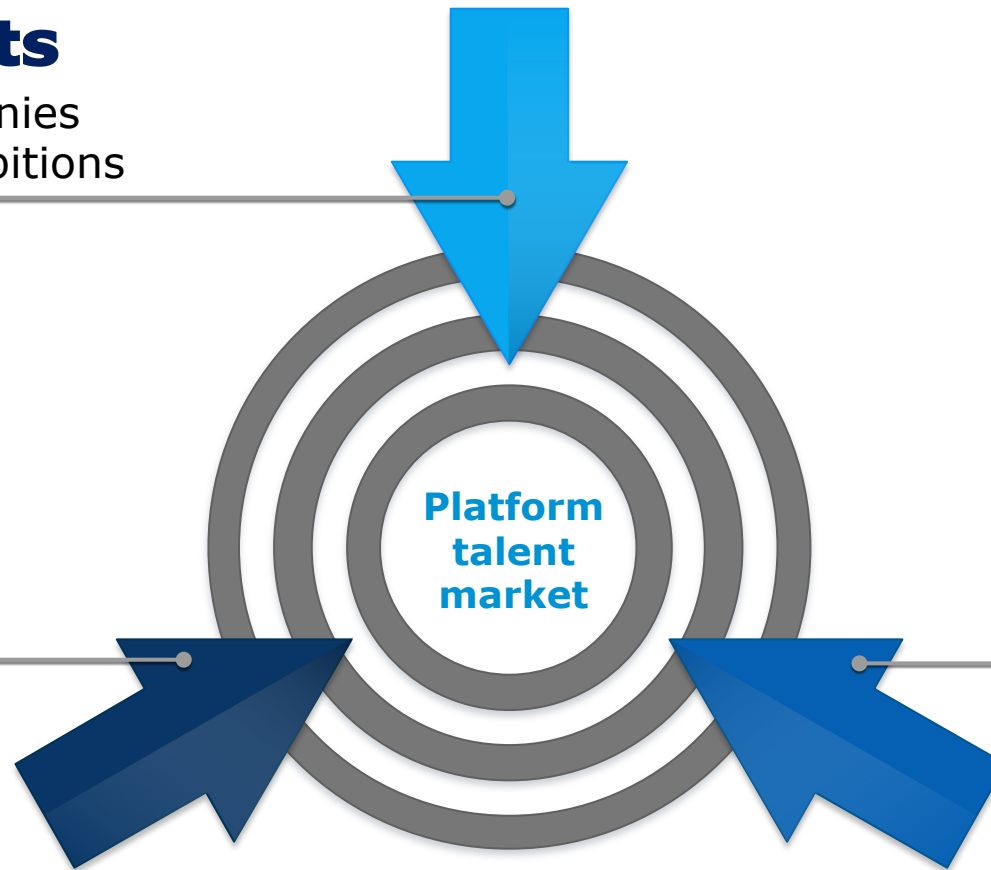
## Builders

Platform startups



## Replenishers

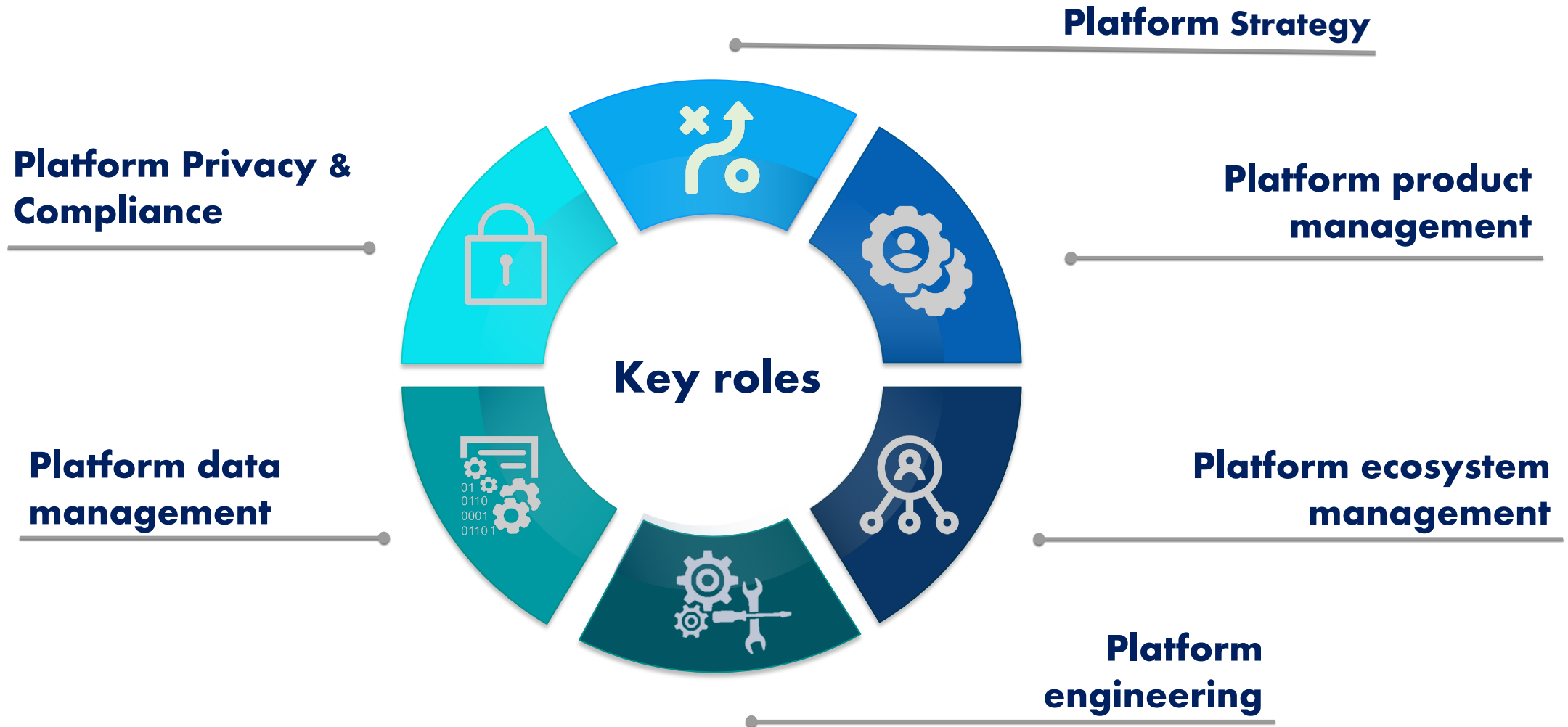
Native platforms looking to backfill natural attrition



Companies seeking platform talent fall into **three** categories

Source: Platform Strategy Institute, 2020

# Platform talent roles

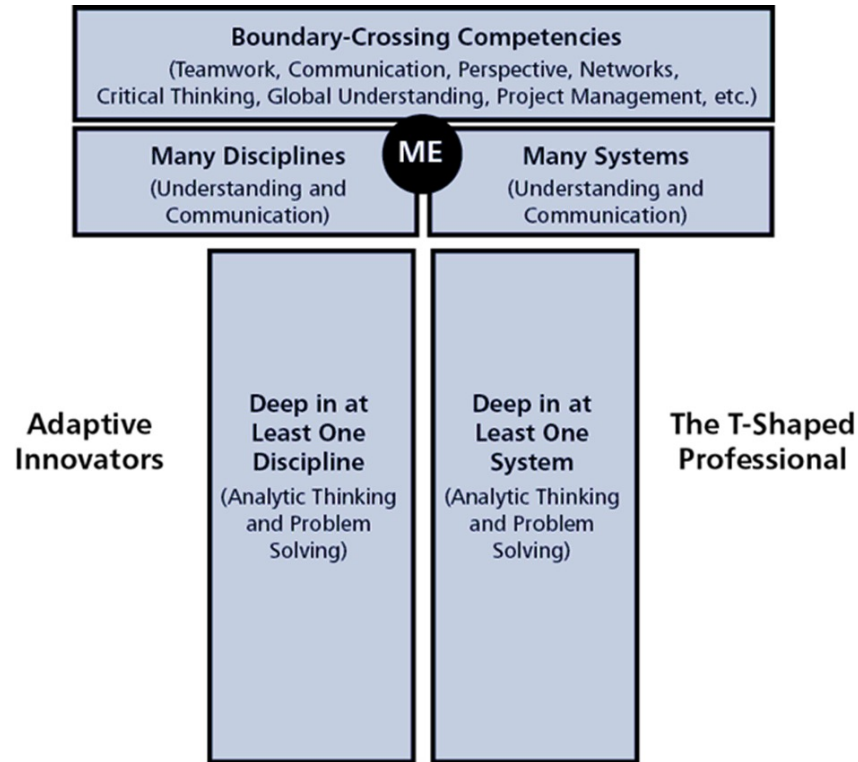


Source: Platform Strategy Institute, 2020

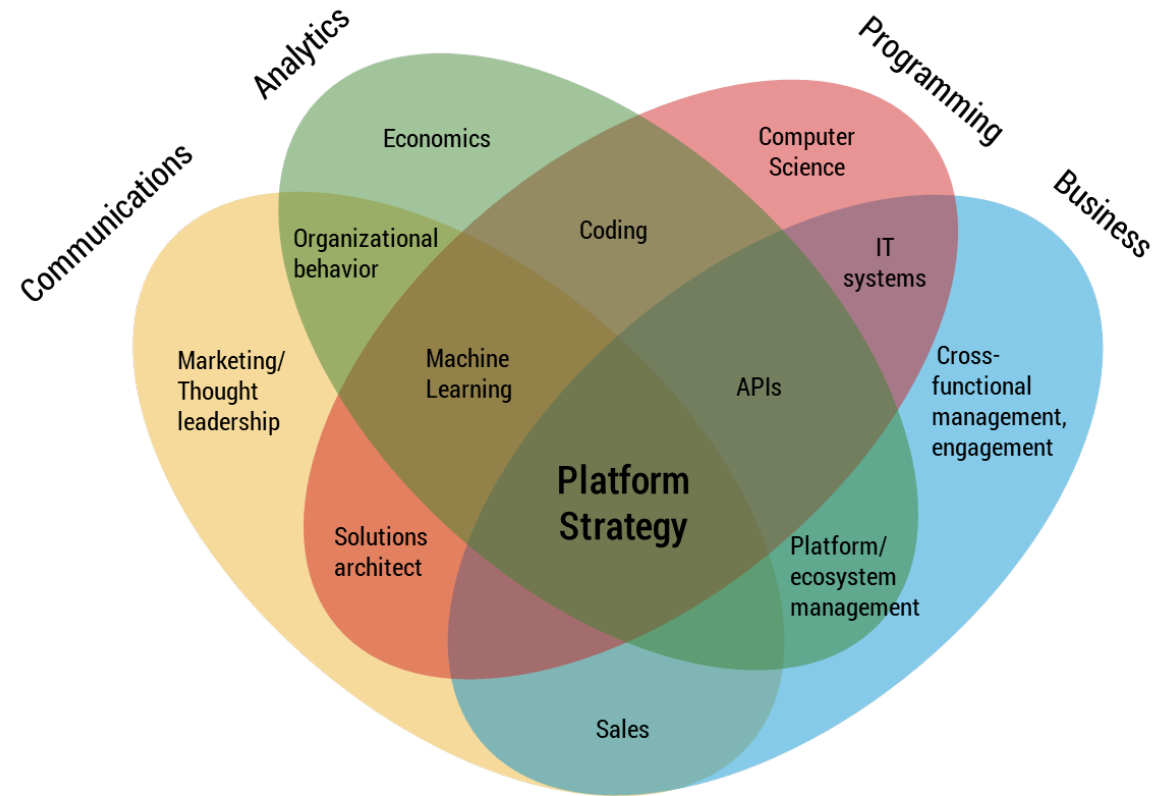


# Platforms require "T-plus" talent

## 'T-shaped' talent



## 'T-plus' platform talent



Source: <https://www.cutter.com/article/t-shaped-new-breed-it-professional-492976>

# Platform strategy- TR's 10-year journey



**Thomson Reuters**  
establishes Eikon and  
Elektron Data Platforms

2010  
September

Establishes ecosystem over 20,000 developers using its open APIs to create an ecosystem of over 50,000 customer and partner applications

Thomson Reuters  
spins off its Financial  
& Risk business as  
**Refinitiv**

2018  
July

As a stand-alone company, the Eikon and Elektron Data Platform are seen as central to Refinitiv's open platform strategy

**London Stock Exchange**  
acquires Refinitiv, for  
\$27 billion

2019  
August

Support LSE's goal to grow beyond of their core business of stock and bond trading. LSE's Information Services segment is projected to grow from 39% of group revenue to nearly 70%

# Global platform talent acquisition- five countries, 65 positions

REFINITIV 



Refinitiv has posted 65 platform related jobs from July to November 2019.

#### No. by country

46 – UK  
10 – US  
6 – Singapore  
2 – India  
1 – Brazil

#### No. by level

11 – Mid to Senior  
15 – Director  
11 – Associate  
28 – Entry level

Source: Platform Strategy Institute, 2020

# Key issues/ Recommendations



- **Issues** ✓ **Recommendations**
- **Few search firms/ recruiters have specific platform expertise**
- ✓ **Opportunity to create specialty practices**
- **Large incumbents face highest challenges**
- ✓ **Need for external hires but also significant internal leadership/ training**
- **Platform talent certification lacking**
- ✓ **Opportunity to create badging and credentialing system**