

# From Product Organization to Platform Organization – Observations of Organizational Development in the Insurance Industry

*Research in Progress*

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## Abstract

As digital attackers, Insurtechs change the insurance industry more and more. A major driver for these changes is their talent to quickly build capabilities that create direct value for their customers. For this, digital attackers build up and bundle capabilities on service platforms and constantly improve these platforms with their open and innovative culture. Traditional companies must respond adequately to these developments. In this way, they must challenge their existing product-based business logic, architecture, and culture, and develop new structures that enable rapid responsiveness and the opportunity to build up necessary capabilities. As can be observed, one possibility seems to be the development of own platforms in order to gradually transform existing organizations. Connecting such a platform with an existing organization to a platform organization can enable established companies not only to gain speed and openness, but also to establish new, innovative processes and business models.

The purpose of this paper is to examine and describe the impact of platform organizations on the development of S-D logic-driven organizations.

*Keywords: Service Science, Organizational Development, Digital Transformation, Platform Organization, Service Dominant Architecture, Workforce Management, Workforce Ecosystems*

## 1 Introduction

Mastering the challenges of digital transformation, companies need to reflect and rethink their strategic positioning and by this their information systems and information technology strategy (Ross et al.). Enterprise architecture reflects the awareness that the design of information systems needs to be seen in a broader business and enterprise context. Business and IT need to be co-designed. In consequence, well aligned to create the foundation of execution (Proper and Lankhorst 2014).

However, building the foundation of execution requires companies to look at organizational design dimensions, which are often overlooked and not adequately considered in architectures that are aligned to the business strategy and the solution design. In the following, we present a problem-driven research endeavor, which strives for enterprise coherence. Companies' competitiveness will be dependent on their ability to develop their organization understood "as improving the ability to adjust, integrate and apply the organization's resources." (Warg and Zolnowski 2018)

By building platform organizations that bring together existing organizations and platforms, traditional organizations can more easily integrate new resources and configure new offerings. Platform organizations can break through the boundaries of existing organizations and information systems regarding the integration and orchestration of resources.

This research informs and clarifies how organizations must change to sustain in the digital age. Using the concrete example of redesigning the care application process it is shown how the strategy to become a platform organization combined with an appropriate architecture enables organizational development and customer centricity.

Our research proposes a generic solution concept that enables companies to jointly design their business architecture and the architecture of their information systems (Proper and Lankhorst 2014).

An appropriate architecture is one central success factor for the design of platforms and the transition of organizations to platform organizations. Implemented on a platform the appropriate architecture enables the development of new capabilities like openness, resource integration, resource orchestration, and co-creation. Service Dominant Architecture (SDA) has been proposed by Warg et al. (2015; 2016) to express the fundamental properties and/or concepts that should "inspire, guide or steer the evolution towards the companies' digital future.

This article explores how the connection of platforms and existing organizations into platform organizations enables organizational development and competitive advantage. Insurtechs can further develop their continuous rapid empowerment advantage and reduce their vulnerability to being quickly copied by competitors by building ecosystems and links with established organizations, thus creating unique, hard-to-copy resources. Likewise, incumbent companies can compensate for their disadvantages in the areas of customer-centric solutions, speed, openness, and data-based customer understanding by transferring their unique capabilities and resources to the platform.

## 2 Research approach and objectives

Our research focuses on the key question of how companies can exploit opportunities of digitization for the transformation and development of their organizations. In our research, we analyse the journey of an insurance company implementing the concrete use case "redesign of the care application process".

This research is part of a long-time study of an S-D logic based transformation process in a traditional insurance company. By implementing the SDA that offers a resource integrating and interactive service system for developing customer centric solutions, the company operationalizes an S-D logic based business logic (Warg et al. 2016). In this research we use a qualitative research approach that considers a particular implementation of a service platform in the transformation process. We apply as method the Design Science Research Methodology (DSRM); a methodology that interprets design as

an “act of creating an explicitly applicable solution to a problem” (Peffer et al. 2008) and that serves as a commonly accepted framework (Baskerville et al. 2018; Hevner et al. 2004; Peffer et al. 2008).

Referring to DSRM (Digia Study, case 4) (Peffer et al. 2008) our overall research proceeding is divided into six activities (see Figure 1) which are presented in the following briefly in general as well as for our key question.

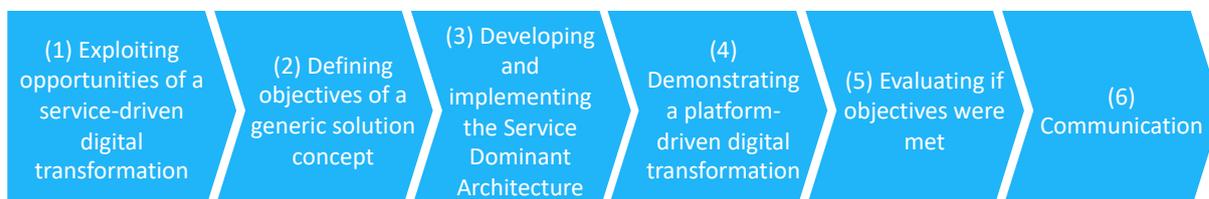


Figure 1 Research process

In the (1) problem identification and motivation, we identified a suitable case for our research. As observed, traditional organizations such as the German insurance company SIGNAL IDUNA have to master the digital transformation in order to remain competitive. They face the challenge of competing with service-oriented, open, team-oriented and real-time capable Insuretechs as mostly product-oriented, closed, hierarchical and rather slow organizations. SIGNAL IDUNA approached one of the authors with a request to help to redesign the care application process. This process should be redesigned to exploit digital technologies to guarantee a considerable time acceleration for the applicants and for SIGNAL IDUNA and an increase in productivity through complexity reduction, digitization, and automation of the process.

Analysing this transformation, literature shows that established companies face significant challenges for organizational development like changing their business logic from goods-dominant to service-dominant logic or changing their culture from a more hierarchical procedural way of working to a team-oriented, agile way of working. In addition, they must open up in order to empower themselves through the integration of external skills such as specialised staff or artificial intelligence and not least they have to become real-time capable (Akaka and Vargo 2014; Demirkan and Delen 2013; Pine II 1993; Taylor et al. 2009).

As we (2) define the objectives of the solution, we aim at the definition of a generic solution concept for overcoming the challenges of digital transformation and organizational development by deploying a new architecture, the SDA, implementing it on a platform and connecting it to the existing organization. The implementation of our generic solution concept, as a prototype, should enable us researchers to check the extent to which the solution achieves the following goals in the specific case of the redesign of the care application:

- (1) Real-time interaction with the applicant (customer)
- (2) Integration of insurance processes
- (3) Connection of external, specialised service providers

Following the understanding of (3) design and development ((Peffer et al. 2008) as an act of creating an explicitly applicable solution for our key question (problem) - of how companies can use the possibilities of digitalization for the transformation and development of their organizations - the requirements of the SDA as solution architecture are derived and specified.

The intention is to demonstrate that the SDA implemented on a platform provides a solution for improving the integration and application of resources (human and non-human) in the generic as well as in the given specific real-life context of the care application. The SDA (Warg et al. 2015) is a consistent transfer of S-D logic (Vargo and Lusch 2004; Vargo and Lusch 2018) to an architecture consisting of three service systems (Kieliszewski et al. 2018; Maglio and Spohrer 2008) and a data lake.

The result of the design effort was an artefact of the SDA build as an prototype of the three service systems and one data lake and implemented on a platform.

In context of our long-time case study - in cooperation with SIGNAL IDUNA, msg AG und SDA SE - we used the opportunity that the SDA was already generically implemented on a platform to test, (4) demonstrate, and evaluate the solution for the redesign of the care application in a concrete industrial environment.

For this purpose, on the basis of the SDA, a prototype was carried out in which the process of the care application is completely digitalized. To this end, the app should enable customers to perform the entire application process. For this, external service providers have to be involved for expert purposes and the systems required by the insurance company SIGNAL IDUNA for processing the application have to be included. This included the test version of an app (edith.care) added in the stores of apple and google.

In a next step, we use the prototype of edith.care implemented on the platform to (5) evaluate if the objectives were met. It enabled pilot user and us to carry out the new process for the care application by app and like the other pilot user we realized that the throughput time until the complete care application is submitted to the insurance company was reduced from 5 -10 days (paper application, post) to approx. 6 minutes by the redesigned process on basis of the SDA. SIGNAL IDUNA representatives were enthusiastic about the results.

During the evaluation and in the context of the discussions, a multitude of ideas arose around the solution of the SDA. In addition to process improvements and business ideas, the potentials in the area of workforce management have become particularly clear.

Finally, we (6) communicate our results to the relevant scientific and practitioner communities. Presenting and discussing our solution design, namely the SDA, is an essential element of our research process, in order to contribute to the future developments and research activities in the addressed field, namely digital transformation and IS/IT strategy planning.

### **3 Related research**

#### **3.1 Service-dominant logic and Service Systems**

Vargo and Lusch initiated 2004 a paradigm shift by explaining a new perspective for overcoming the traditional goods focused understanding and emphasizing value and value creation, with the so-called Service-Dominant (S-D) Logic.

Following S-D logic reflects a thinking which is consequently customer value driven and always co-creative. S-D logic does not differentiate between goods and services. Rather, S-D Logic focuses on the generated value of a service process in which goods are one of many different input factors. The basic ideas are described in the following.

Value arises in the process of cocreation of actors, including the beneficiary; this implies that value creation is interactional and a process. Moreover, the application of operant resources (knowledge, skills) is the basis for all exchange between the actors. In the process of value creation, all actors are resource integrators (Vargo and Lusch 2014; Vargo and Lusch 2016).

Value is always uniquely and phenomenologically determined by the beneficiary. This means that value is individual, experiential, contextual and meaning laden (Vargo and Lusch 2008; Vargo and Lusch 2014; Vargo and Lusch 2016). Hence, considering the resulting value of service, value has a unique and subjective character. According to the value creation process, the emergence of value differentiates between value-in-use (Vargo and Lusch 2004) and value-in-context (Chandler and Vargo 2011; Edvardsson et al. 2010).

Value-in-use describes the value in the actual application of a service. Here, a service unfolds its value only during its application. Using the example of an ice cream, the customer realizes the actual value of an ice cream when he enjoys it.

In contrast, value-in-context expands this perspective by the context of an actor. In an ice cream example, a particularly beautiful location influences the mood and thus the overall value of the customer. However, regardless of the factors which ultimately characterize the customer's value, it can be seen that a respective actor always assesses value in the service system (Edvardsson et al. 2005; Vargo and Lusch 2004; Vargo and Lusch 2008; Vargo and Lusch 2016).

Based on the specific characteristics, service is defined as the application of operand resources (specialized competencies, skills, and knowledge), through deeds, processes, and performances for the benefit of another entity or the entity itself - self-services - (Vargo and Lusch 2004). Service in the sense of exercising operand resources is the basis of all exchange (Lusch and Vargo 2014; Vargo and Lusch 2004). The distinguishing characteristics of Service (Vargo and Lusch 2004) are intangibility, heterogeneity (unlike goods, services cannot be standardized), inseparability (simultaneously produced and consumed), and perishability (service cannot be produced ahead). This leads to the effect that value for a beneficiary is created at the point of consumption – in a process - and not in the factory.

By using one's resources for the benefit of another, service reflects a process of interaction and cocreation. The resulting value is always cocreated by interacting and integrating resources that are applied in the course of a previously defined goal (Vargo and Lusch 2016). During their application in a value creation process, the potential benefits of resources are transformed into an actual and specific benefit (Lusch et al. 2008).

Resources can be differentiated in operand resources and operant resources. Operand resources are more static input factors like products, energy or components. Operant resources include dynamic, intangible factors like knowledge and skills which are the basis for the exchange of all resources. They are used in value creation, and they build the competitive advantage of a firm.

S-D logic act as a foundation on which a science of service systems and their value-cocreation interactions is built (Spohrer and Maglio 2010a; Spohrer and Maglio 2010b). A service system is a configuration of resources, like people, technology, information that are connected to other systems by defined value propositions (Böhmman et al. 2014; Maglio et al. 2006; Spohrer and Kwan 2009; Spohrer et al. 2007). Hence, in service systems, different actors, and their resources are connected, to co-create mutual value (Peters et al. 2016). Service systems are thus understood as open systems which can improve the state of another system or their state by acquiring external resources and sharing or applying existing resources (Maglio et al. 2009).

Because resources and their application play a key role in value creation, their integration is one of the fundamental functions of a service system (Lusch et al. 2008). During their application in a value-adding process, potential benefits of a resource are transformed into an actual and specific benefit (Lusch et al. 2008).

Another key role of the service system is to enable value cocreation; therefore, so-called institutional components are helpful for the service systems (Miller 2014).

### **3.2 Design Concept: Service Dominant Architecture**

The Service Dominant Architecture (SDA) draws primarily from S-D logic and “translates” its axioms and foundational premises into adequate concepts and components (see Figure 2). The SDA constitutes an environment for integrating and orchestrating internal and external resources. In this way, the SDA supports the digitization of companies by structuring actors and their resources and reducing overall complexity. S-D logic acts as the foundation of a science of service systems. The SDA responds primarily to the need to react quickly and flexibly to customer preferences and changing conditions. Thus, it is vital to understand how customers determine and calculate value in their given context. The customer's process must be the focus. To ensure this customer focus, the SDA comprises three service systems and a data lake:

1. The System of Interaction supports real-time customer interactions and value co-creation activities through their respective structures and mechanisms “to access resources in a coordinated and purpose-

ful manner.” The System of Interaction enables the transformation of the customer's role from consumer (Goods-dominant Logic) to active co-creator (Service-dominant Logic).

2. The System of Participation integrates external resources and provides access to resources of other platforms or systems. Thus, it provides access to competencies and services as central unit of exchange in Service-dominant Logic.

3. The System of Operant Resources implements the capabilities to integrate and orchestrate resources from the established organization.

4. The data lake exchanges data with other systems in real time, e.g. from the interaction with the customer (System of Interaction) or from the existing customer relationship (System of Operant Resources) and enables data-based customer understanding as a basis for the creation of value in use and value in context-based value propositions.

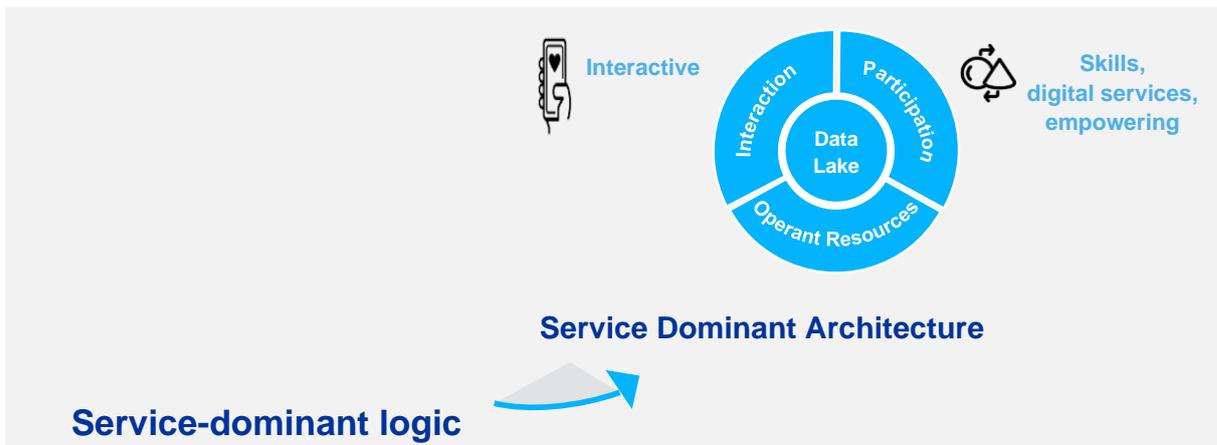


Figure 2 Transforming Service-dominant logic in SDA

SDA (Warg and Engel 2016; Warg et al. 2016) serves as an architectural blueprint which guides organizational and IS designers to make choices concerning design and core of a service-led digital strategy. Proposing an architectural vision, the SDA clarifies related high level requirements with regard to underlying processes, structures, mechanisms as well as actors' roles (Eloranta and Turunen 2016; Løkkegaard et al. 2016; Parker et al. 2016; Voss and Hsuan 2011) for modular service development and delivery (Lusch and Nambisan 2015). Based on this vision, SDA creates the missing link translating business requirements into implementable working architectures (Arthur 2009; Böhm et al. 2014; Spohrer and Maglio 2010b) and related technical concepts. Herewith, the SDA embraces a conceptual design of a service platform.

#### 4 Establishing a Platform and a Platform Organization

As described above, SIGNAL IDUNA faced significant challenges for their organizational development by changing their business logic from goods-dominant to a service-dominant logic. The design and implementation of the SDA and thus, to establish a platform was the first step in the journey. The overall goal was to become a platform organization.

From a more theoretical point of view, Lusch and Nambisan (2015) define a service platform as “[...] a modular structure that comprises tangible and intangible components (resources) and facilitates the interaction of actors and resources (or resource bundles).” In practice, firms implement service platforms to enable rapid development and facilitate innovations (Ross et al. 2016).

Although incumbent companies are able to develop and design strategies for their digital transformation, they fail with their implementation and execution. Most incumbent companies are too tech-

nology-focused and do not realize the need to take a holistic approach, which goes beyond the implementation of new IT systems and infrastructures. What is needed is a match of business strategy and architectural vision. Companies with a service oriented business strategy need to switch their mindset from product-dominant to a service-dominant. Their business transformation requires “[...] view[ing] service as [the] transcending model for all types and forms of innovation (tangible or intangible)” (Lusch and Nambisan 2015). Thus, service innovation is an opportune strategy for companies to transform their operations in the digital era. New IT capabilities facilitate the creation and delivery of innovative service offerings (Lusch and Nambisan 2015). Service platforms are characterized by capabilities that enable innovation and digital business models.

We think that service platforms need to be seen as a strategic mandate for service-oriented companies. Service platforms act as the “venue for innovation” (Lusch and Nambisan 2015), allowing for the co-creation with customers of experiences that are the basis of value creation (Prahalad and Ramaswamy 2004). In this way, service platforms enable companies to transform business models by facilitating resource integration and interaction.

One target of service platforms is to liquefy resources and enhance resource density (Lusch and Nambisan 2015). In this context, liquefy refers to the unbundling of information from its associated physical asset (Lusch and Nambisan 2015; Shapiro and Varian 1998; Warg and Rennebach 2013). Resource density describes the amount of resources that are integrated and made accessible on the service platform to create and deliver innovative services.

Viewing to the importance of service platforms for enabling innovation, we characterize service platforms as follows: A service platform is an actor and resource integrating and orchestrating service system that facilitates interactions between different systems to enable value propositions. In particular, we prefer the following definition:

Platforms bundle resources that by their usage enable new transactions between actors (Warg 2018a)

The challenge for incumbent companies is to analyze the existing possibilities from the resource and not from the product side, and to find strategies that best exploit the company’s resources and capabilities relative to external opportunities (Penrose 1959; Wernerfelt 1984).

Grant (Grant 1991) emphasizes the central meaning of the company’s resources as the foundation for its strategy and thus, organizational development. The challenge for incumbent companies is to identify their resources and capabilities that constitute a unique and sustainable market position. To build on that market position, a company has to define the resource, capability, and workforce gaps that need to be filled and invest in upgrading its resource base (Grant 1991).

Building upon Grant’s essence of strategy formulation that is to design a strategy that makes the most effective use of a company’s core resources and capabilities we recognize the opportunity to further empower and develop the existing organization through platforms.

Our understanding of organizational and business development is resource-based: Organizational development is a concrete improvement of functional capabilities understood as improving the ability to adjust, integrate, and apply resources (Warg 2018b).

The connection of platforms and existing organizations into platform organizations can be extremely helpful for incumbent companies by enabling capabilities that compensate for their disadvantages in value orientation, speed, openness, and data-based customer understanding without losing their existing unique skills.

To make use of platforms to solve the challenges mentioned, companies first need to realize that business and IT need to be co-designed as a whole. Viewing an enterprise as an assembly of various architectures and building blocks allows the development of a coherent vision of how an organization can build the required capabilities to meet anticipated changes in its environment. Enterprise architecture, like the SDA, helps provide guidance and communicates how the company needs to change to survive. Importantly, operational and transformational capabilities need to be combined in a balanced way in an architectural effort. Enterprise architecture brings a shift in focus from technical systems to design-

ing coherent sociotechnical systems that meet strategic requirements and organizational needs, such as those around workforce development, culture, structure, and processes.

Starting from rather monolithic structures in existing companies, the combination of the existing organization with a platform enables a parallel approach. As shown in the following figure, the existing monolithic organization (System of Records) can be modularized step by step and parallel to this, the platform (System of Engagement) can be developed and connected to the existing organization on the basis of the SDA resources and customer-centric solutions can be created.

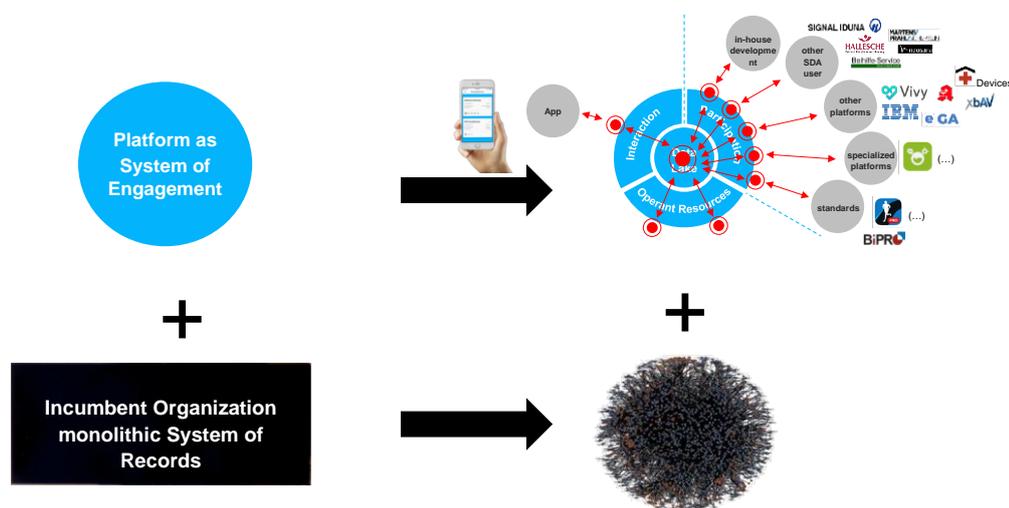


Figure 3 Connecting platform with organization to become a platform organization

## 5 Demonstration and Evaluation: care application process

The suitability of the designed solution concept "implementation of SDA on platform" is checked on the basis of the use case "redesign care application process".

### 5.1 Demonstration

In Germany, approx. 2.6 million care applications are applied for each year. For each applicant and for insurance companies the process of first application today is a process that is heavily based on manual (duplicate) work and takes a time from 5-9 days due to postal communication.

Referring to a study of the company SDA SE in cooperation with University of applied sciences Münster for those in need of care the situation with regard to the necessary process steps, actors and media is not transparent and orientated. In addition, there is a high administrative burden for the family members and this in an emergency situation. Normally, neither the process nor the contact persons of the insurance companies or the involved external experts for the external opinions are known.

For insurance companies that usually do not have a continuously automated or even real-time IT support for this care application process, the process means complex, costly and letter-bound interaction. The process has to be integrated by the insurance companies in the grown, complex (monolithic) back office systems (Systems of Record). Furthermore, there is no possibility to differentiate with value in use for the customer from competitors in this process.

Based on the SDA and implemented on a platform, the process was completely redesigned and customer-centric. The focus is on an administration app under the name edith.care<sup>1</sup>, which can be used by

<sup>1</sup> in a joint initiative by SIGNAL IDUNA, msg AG and SDA SE; <https://www.edith.care>

the applicant or family members to solve all administration tasks of care application quickly, securely and trustfully. From the customer's point of view, edith.care connects all participants of the care ecosystem in Germany on one app and serves as a partner of cost bearers and service providers.

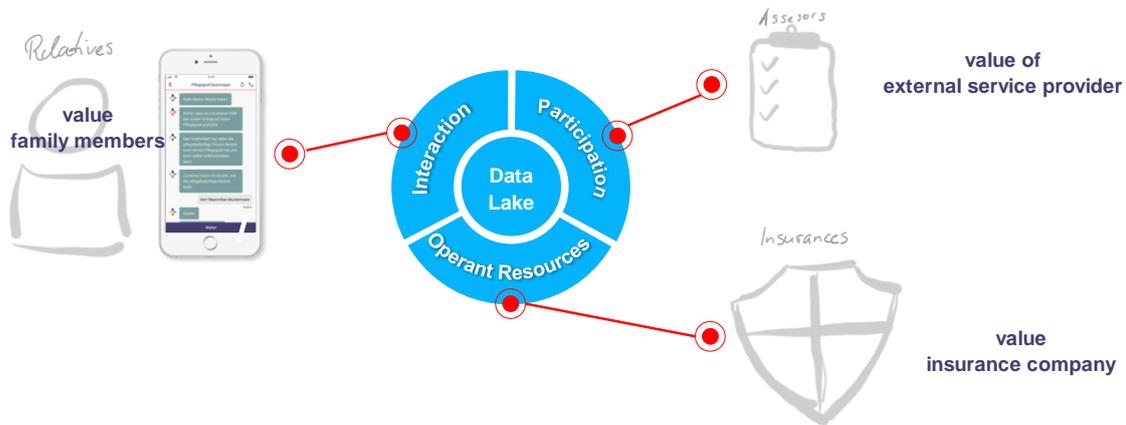


Figure 4 Customer centric redesign of the care application process with SDA

Based on SDA, edith.care centrally integrates and connects all relevant (actors) partners of care on one platform and automates administrative processes between insurers, external experts (assessors) and customers. The System of Interaction enables the edith.care app to perform real-time interaction with the care applicant, who is guided by edith.care with the help of a structured process for orientation purposes.

External experts (e.g. MEDICPROOF for private health insurance or MDK for statutory health insurance) are connected via the System of Participation. The connection to the backend systems (System of Records) of the insurance companies is made via the system of operant resources; missing functionalities or capabilities (e.g. real-time capability) were supplementary implemented on the platform in order to obtain a continuously automated process.

This generic solution concept, which is characterized by the interplay of the SDA implemented on a platform with the existing organization of the insurance company, made it possible to redesign the specific, existing care application process and to design it customer-oriented.

It should be emphasized that the redesign based on SDA (see Figure 4) leads to a fundamentally new and customer-centric process and is not the same as automating the old process.

As shown in Figures 4 and 5 edith.care app integrates and orchestrates all necessary resources in co-creation with the applicant. All manual activities at the insurance company or at external experts as well as postal delivery times are eliminated with this newly designed and universally digitized process.

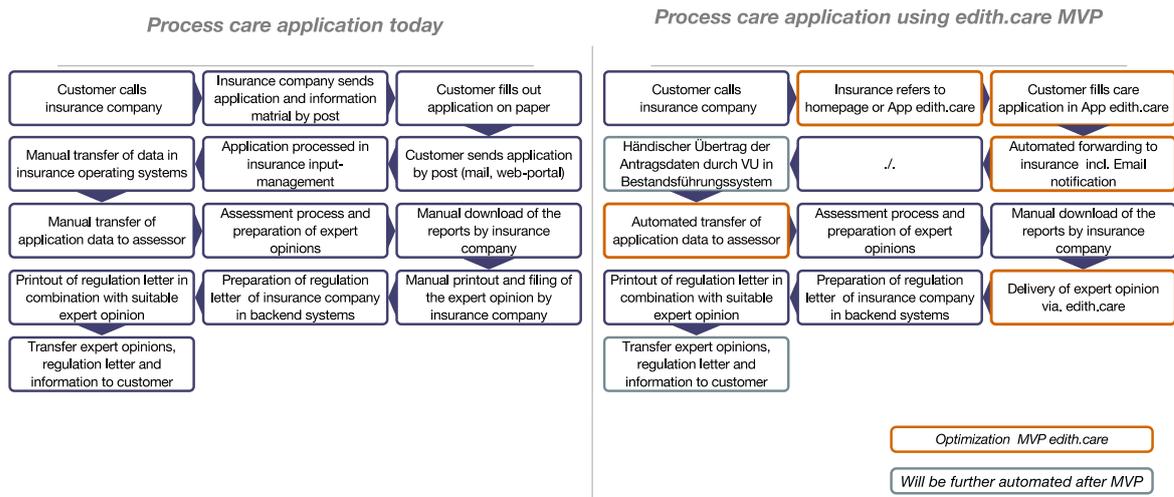


Figure 5 Care application today vs. redesigned using edith.care MVP

## 5.2 Evaluation

For the evaluation we compare the defined objective with the outcome. Our objective is to demonstrate that the implementation of the generic solution concept as a prototype should enable us to check the extent to which the generic solution achieves the following three goals in the specific case of the redesign of the care application:

### (1) Real-time interaction with the applicant (customer)

The edith.care MVP app guides the applicant through the entire initial application process in real time. All process steps and documents such as forms and the required signature of the applicant are provided and processed (on basis of the Data Lake) in real time. For those in need of care and their relatives, the uncertainties regarding contact persons and the process flow were eliminated and the process was considerably accelerated from the original 5-9 days to approx. 5 minutes.

### (2) Integration of insurance processes

In order to integrate the functionalities required by the insurance company for processing care applications, all systems of the insurance company required for the care application process were connected (by System of operant Resources) and, where necessary, supplemented on the platform. Exemplary functionalities that have been added to the platform like call and display functions of forms in real time and the possibility to sign the application directly on the device to ensure a completely digital process.

### (3) Connection of external, specialised service providers

The direct connection and integration of external solutions or partner like the specialist systems of the external service providers and experts was also made possible in the prototype (System of Participation). This not only accelerated the process but also significantly improved data quality.

As a result, the prototype led to enthusiasm on the part of all stakeholders, i.e. the persons in need of long-term care and their relatives, the insurance company and the external experts.

## 6 Observations and Ideas on Platform Organizations and their Impact on Workforce Management and Ecosystems

Nowadays, many organizations already implement or plan to implement a platform in their organization. The implementation of the SDA allows companies to drive service and to enable the development

of S-D logic-driven organization structures. This development is also observable in our research process.

However, during the analysis and discussions on the redesign of the care application process, a number of ideas for developments based on the presented generic solution concept were discussed. The deliberations focused, in particular, on two thematic areas:

- (1) Reflections on future changes in Workforce Design and - Management
- (2) Thoughts on the development of Workforce Ecosystems through contextual, dynamic integration of workforce resources

### **Workforce Design and Management**

Work and its characteristics are highly dependent on social and technological developments. Historically, the concept of workforce has referred exclusively to human resources, which since industrialization has been changed with the machine as a kind of contrast. Shaped by demographic, cultural and technological developments, this understanding is changing. Therefore, the authors see the need for a fundamentally new understanding of workforce. Instead of the confrontational juxtaposition of man and machine, **workforce is the sum of all forces (resources, services) working for an organization** (Frosch 2019). Although it is still possible to distinguish between the basic categories human workforce and (technological) digital workforce, the various variants of these categories are appearing in more and more combinations in companies (Gershuny 2003; Guenole et al. 2017; Kieliszewski et al. 2018; Lawler 2017).

Common variants of human workforce are permanent employees, freelancer, independent contractor, interim manager, gig-, crowd-worker, employees of strategic partners, organized service providers like consultants and managed service providers.

An exemplary classification of the variants of the technological and digital workforce could be machines, digital assistants, smart machines, robots, AI.

In addition to their substitutional character, the combinations of human and digital workforces offer a multitude of enabling and supporting areas of application.

With the variety of workforce, the combination and deployment possibilities of the forces working for organizations have also increased. The combination of human and digital workers offers, in addition to their substitution character, a multitude of possibilities for deployment and support.

In this way, we understand workforce design – referring to (Peffer et al. 2008) as the act of creating the explicitly appropriate workforce combination which interacts with the organization for mutual value creation.

The range of workforce combinations offers the chance to increase the productivity of organizations: on the one hand through their direct application and on the other hand by enabling to exhaust the full potential of human workforce (Penrose 1959).

The development towards platform organizations enables organizations in connection with the SDA as consistent implementation of the S-D logic great opportunities of mutual value creation through the integration of - and the interaction with workforce.

The integration of workforce can go far beyond the integration of external experts as illustrated by the example of a care application. As shown by (Kieliszewski et al. 2018) technology enabled forces like digital – or smart working will shape the redesign of processes and the evolution of organizations. And - as the service ecosystem definition in S-D logic emphasizes the dynamic character of ecosystems which are characterized by the continuous and contextual integration of resources (Vargo and Lusch 2018) - this will happen dynamically.



Figure 6 Enabling workforce strategies with SDA

The changes will create opportunities for organizations to improve productivity but also the risk of destabilizing organizations by replacing traditional workers with digital workers.

## 7 Conclusion and outlook

This paper examines and describes the impact of platform organizations on the development of S-D logic-driven organizations. Based upon the generic solution concept of platform organizations characterized by the interplay of platform, organization and architecture it is shown on the specific use case of care application that becoming a platform organization enables companies to integrate and apply resources and with this to speed up their organizational development.

Beyond exploring the opportunities of modern technology-based service platforms, especially the relevance of the appropriate architecture for the redesign of processes and the integration and application of resources for mutual value creation is shown.

The defined objectives of the solution concerning speed (real-time interaction), integration of resources from the organization and the connection with external resources like service providers have been fulfilled.

Once established the platform organization will enable on-going customer centric redesign of processes and resource integration in the dynamically evolving contexts for value creation. As outlook we expect new forms in the design of workforce and dynamically evolving workforce systems - Workforce Ecosystems.

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