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the Academic Master degree in:

ENTREPRENEURSHIP AND PROJECT MANAGEMENT

**The Key Success Factors of an Innovative and
Competitive Platform**

Insights from leading market companies

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Abstract

This study aims to identify the key success factors of innovative and competitive digital platforms in the Algerian market. The research involves a qualitative method, specifically semi-structured interviews with five leading companies in the digital sector. The interviews were analyzed using NVIVO software to identify common ground and success factors. The findings of this research highlight several critical success factors for digital platforms such as user experience, continuous innovation, strategic partnerships, high service quality and effective marketing are vital for platform success. The study underscores that these factors, when integrated coherently, enable digital platforms to remain competitive and thrive in a dynamic market environment.

Keywords: Digital platform, success factors, innovation, user experience, marketing.

Résumé

Cette étude vise à identifier les facteurs clés de succès des plateformes numériques innovantes et compétitives sur le marché algérien. La recherche utilise une méthode qualitative, notamment des entretiens semi-structurés avec cinq entreprises leaders du secteur numérique. Les entretiens ont été analysés à l'aide du logiciel NVIVO pour identifier les points communs et les facteurs de succès. Les résultats de cette recherche mettent en évidence plusieurs facteurs de succès critiques pour les plateformes numériques tels que l'expérience utilisateur, l'innovation continue, les partenariats stratégiques, la haute qualité de service et un marketing efficace sont essentiels pour le succès des plateformes. L'étude souligne que ces facteurs, lorsqu'ils sont intégrés de manière cohérente, permettent aux plateformes numériques de rester compétitives et de prospérer dans un environnement de marché dynamique.

Mots-clés: Plateforme numérique, facteurs de succès, innovation, expérience utilisateur, marketing.

ملخص

تهدف هذه الدراسة إلى تحديد العوامل الرئيسية لنجاح المنصات الرقمية المبتكرة والتنافسية في السوق الجزائري. يتضمن البحث منهجية نوعية، وخاصة المقابلات شبه المنظمة مع خمس شركات رائدة في القطاع الرقمي. تم تحليل المقابلات باستخدام برنامج NVIVO لتحديد القواسم المشتركة وعوامل النجاح. تسلط نتائج هذه الدراسة الضوء على عدة عوامل حاسمة لنجاح المنصات الرقمية مثل تجربة المستخدم، الابتكار المستمر، الشراكات الاستراتيجية، جودة الخدمة العالية والتسويق الفعال بأنها ضرورية لنجاح المنصات. تؤكد الدراسة على أن هذه العوامل، عند تكاملها بشكل متماسك، تمكن المنصات الرقمية على المنافسة والازدهار في بيئة سوق ديناميكية.

كلمات مفتاحية: منصة رقمية، عوامل النجاح، الابتكار، تجربة المستخدم، التسويق

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LIST OF ABBREVIATIONS AND ACRONYMS

SVoD: Subscription Video on Demand

AVoD: Advertising Video on Demand

Ads: Advertisements

KSFs: Key Success Factors

INTRODUCTION

Context & theme interest

The rapid advancement of technology has revolutionized the way businesses operate, with digital platforms emerging as a dominant force in various industries. These platforms serve as intermediaries, connecting different groups of users, such as consumers and providers, and facilitating interactions and transactions between them (Gawer & Cusumano, 2014). The success of innovative digital platforms like Netflix, Airbnb, and Amazon has demonstrated their potential to disrupt traditional business models and create new opportunities for growth and value creation (Parker et al., 2016).

In the context of Algeria, the adoption of digital platforms has been steadily increasing, driven by factors such as the growing internet penetration rate and the government's efforts to promote digital transformation. However, the success of digital platforms in the Algerian market is not without its challenges. Factors such as regulatory frameworks, infrastructure limitations, and cultural preferences can significantly impact the competitiveness and success of these platforms.

This dissertation aims to explore the key success factors that contribute to the success and competitiveness of companies operating innovative digital platforms in the Algerian market. By identifying these factors, platform owners and companies can better understand the unique characteristics of the Algerian market and develop strategies to enhance their platforms' success and competitiveness.

The findings of this research will provide valuable insights for platform owners and companies looking to establish or expand their presence in the Algerian market. By understanding the critical success factors, they can make informed decisions about platform development, marketing, and business strategies to gain a competitive edge and drive growth in this emerging market (Cusumano et al., 2020).

The objective

Our study seeks to identify the key success factors of innovative and competitive digital platforms. This research will involve conducting interviews with leading companies in the digital field, gathering insights from their experiences and strategies. By understanding the elements that contribute to their success. The main objective of our study is to apply these findings to the development of a streaming platform project. The research seeks to provide a comprehensive understanding of the factors that make a digital platform successful and competitive in the market. Ultimately, these insights will aid in developing effective strategies to enhance the platform's success and competitiveness, ensuring it meets user needs and excels in a competitive landscape. Our study aims to contribute valuable knowledge to the field of digital platforms and offer practical guidance for developing and sustaining innovative digital services.

Research problem

Our research seeks to address a critical question which is: **What are the key factors that contribute to the success and competitiveness of innovative digital platforms in the current Algerian market?**

In an era where digital platforms are transforming industries globally, understanding these success factors is vital for fostering innovation and competitiveness within the Algerian context. This study aims to fill a gap in the existing literature by focusing on the unique dynamics of the Algerian market.

Method: analysis tools and investigation techniques

With the aim of developing our digital platform, we will conduct a qualitative study with several companies in the digital field. To achieve this, we carried out semi-structured interviews with five (5) leading companies in the industry. The data collected were processed using NVIVO software.

The interview participants were selected based on their experience and market share, ensuring a comprehensive view of the challenges and opportunities involved in creating our streaming platform. During the interviews, participants were invited to share their opinions, experiences, and suggestions regarding the functionality, usability, and potential benefits of the digital platform. The interviews were conducted in a structured manner to ensure that the responses were consistent and analyzable.

Plan announcement

This dissertation is part of the process of creating a startup to address a problem in the Algerian market, and this document focuses on the academic aspect of the research.

The Introduction section presents an overview of the research topic, highlighting the research problem and its objectives as well as the method used.

Subsequently, the paper includes three chapters:

Chapter I is a Literature Review comprised of three (3) sections which provides an overview of previous research and studies or articles with definitions and explanation of "Digital Platform Industry", "Digital Platforms Landscape" and "Successful Digital Platforms: Key Insights"

Chapter II provides an overview of the methodological framework employed in this study, encompassing a detailed explanation of the selected research methodology, including the chosen methodological approach and the tools employed for data collection.

Chapter III present the results of the qualitative study, followed by the discussion which contains the interpretation and the analysis of the results obtained.

Finally, the conclusion summarizes the dissertation contents, including the main results and identifies the limitations and perspective of our study.

CHAPTER 1: THEORETICAL FRAMEWORK

The first chapter of this paper is divided into three sections. The first section talks about the digital platform industry, while the second section focuses on a specific type of platforms which is VOD platforms, and the last section delve into the key success factors of digital platforms.

Section 1: Digital Platform Industry

1. Conceptualizations & Definitions of Digital Platforms

Previous research investigations have approached the definition and conceptualization of digital platforms from various perspectives. One such viewpoint is the technical lens, which centers on the technical components and processes constituting a digital platform. For instance, (Asadullah et al., 2018) elucidate a digital platform as a building block that provides an essential function to a technological system and serves as a foundation upon which complementary products, technologies, or services can be developed.

Additionally, (Asadullah et al., 2018) mentioned on his work too that other studies have approached the conceptualization of digital platforms from a non-technical standpoint, portraying platforms as commercial networks or markets facilitating various transactions, such as business-to-business (B2B), business-to-customer (B2C), or even customer-to-customer (C2C) exchanges, for example, prior studies define digital platforms as two-sided networks... that facilitate interactions between distinct but interdependent groups of users, such as buyers and suppliers. This perspective focuses on the interactions among different groups joining a platform, either as users or providers of goods and services.

(Asadullah et al., 2018) delve into the technical advancements and functionalities forming the groundwork for the development of complementary products and services, building upon the foundational technical core offered by platform owners. (Steffen et al., 2023) further elaborate on the technical perspective, discussing how digital platforms are seen as technological infrastructures with extensible codebases, emphasizing the role of boundary resources like Application Programming Interfaces (APIs) in facilitating continuous innovation.

(Steffen et al., 2023) research further builds upon this foundation, providing valuable insights into the multifaceted nature of digital platforms and their implications for entrepreneurship and business innovation. By synthesizing existing literature and offering fresh perspectives, their study contributes to a deeper understanding of the transformative role of digital platforms in shaping the contemporary business landscape.

Both (Asadullah et al., 2018) and (Steffen et al., 2023) studies emphasize the importance of understanding digital platforms as multifaceted entities, shedding light on both their technical underpinnings and their roles as commercial ecosystems facilitating various transactions. These diverse perspectives contribute to a nuanced understanding of digital platforms, illuminating both their technical underpinnings and their roles as commercial ecosystems facilitating various transactions.

According to (Koskinen et al., 2019), most digital platforms share three fundamental characteristics: they are technologically mediated, enable interaction between user groups, and allow those user groups to perform specific actions. The authors note that the definition of digital platforms has evolved within different fields of study, with economics focusing on demand and supply functions within platforms, while technological studies emphasize their digital and technological features.

(Koskinen et al., 2019) highlight the challenge of defining digital platforms due to their diverse applications, regional variations, and complex interactions with institutions and technologies. They argue that a clear conceptualization of digital platforms is essential for conducting meaningful research on their developmental implications in the Global South.

(Bonina et al., 2021) defined digital platforms as socio-technical systems that facilitate interactions and transactions between different groups of users. These platforms typically consist of a set of digital technologies, rules, and protocols that enable the exchange of goods, services, or information. They play a crucial role in connecting users, enabling value creation, and fostering innovation. Moreover, digital platforms are characterized by their ability to scale rapidly, leverage network effects, and create new forms of value through data-driven insights.

Table 1: Definitions of Digital Platforms

Reference	Definitions of Digital Platforms
Lindgren & Jørstad, (2023)	Digital tools and environments that act as intermediaries, connecting users and facilitating the creation, exchange, and capture of value.
DeLong, (2022)	Online environments that bring together producers and consumers (or other participants) to facilitate exchange, collaboration, and innovation.
International Monetary Fund (IMF) Staff Discussion Note (2021)	A software-based online infrastructure that facilitates user interactions and transactions. This can encompass social media platforms, e-commerce marketplaces, knowledge-sharing platforms, and service-oriented platforms.
Zuboff, (2019)	Technological ecosystems that connect different user groups, enabling them to interact, share resources, and create value through these interactions.

Source: Self-developed

2. Key Characteristics of Digital Platforms

Digital platforms have garnered significant attention in academic research, particularly in the realm of Information Systems (IS) studies. A focal point of investigation has been the characteristics that render these platforms appealing as organizational models. Prior studies delve into the substantial reductions in transaction costs facilitated by digital platforms, encompassing various aspects such as distribution, search, contracting, and monitoring costs. For instance, aggregation platforms like TripAdvisor and Expedia amalgamate travel information from diverse sources into a unified platform, thus mitigating the expenses associated with information search and intermediary services. (Asadullah et al., 2018)

Moreover, (Asadullah et al., 2018) shed light on how digital platforms aid in organizing and coordinating the technological development of complementary products through modularity and effective governance structures. Notably, platforms such as Apple's iOS and Google's Android provide independent software developers with technical frameworks and regulatory mechanisms that facilitate and incentivize their engagement in application development.

(Asadullah et al., 2018) underscore how the value of a platform for one participant on a particular side escalates with an increase in the number of participants on the other side. This phenomenon is evident in e-commerce platforms like eBay or Amazon, where the value for sellers increases with an increase in buyers, and vice versa.

Digital platforms are known for their network effects, where the value of the platform increases as more users join and engage with the platform (Asadullah et al., 2018). This positive feedback loop enhances the attractiveness of the platform to both users and service providers, creating a self-reinforcing cycle of growth and value creation.

Additionally, the openness and flexibility of digital platforms enable third-party developers and service providers to contribute to the platform ecosystem, fostering innovation and diversity in offerings.

According to (Asadullah et al., 2018), the data-driven nature of digital platforms allows for the collection and analysis of vast amounts of user data, which can be leveraged to personalize user experiences, improve services, and drive targeted marketing efforts. This data-centric approach not only enhances user engagement but also enables platform owners to make informed decisions and optimize platform performance.

3. Digital Platform Boundaries

(Gawer, 2021) research delves into the complex dynamics of digital platforms, highlighting the pivotal role of boundaries in shaping these ecosystems. The study identifies three primary types of boundaries within digital platforms: sides, interfaces, and the scope of the firm. Each boundary type plays a distinct role in governing platform operations and performance.

Platform sides, as emphasized by (Gawer, 2021), constitute essential elements that delineate interactions and transactions within digital platforms. These sides encompass a diverse array of user groups, ranging from producers and consumers to developers, each of which plays a vital role in generating value and fostering innovation within the platform ecosystem. (Gawer, 2021) underscores the strategic significance of effectively managing platform sides to optimize user experiences, foster collaboration among stakeholders, and drive sustainable growth in the digital marketplace. By carefully curating the composition and configuration of platform sides, operators can cultivate vibrant ecosystems that cater to the distinct needs and preferences of various user segments, thereby enhancing engagement, loyalty, and overall platform performance.

In the context of digital interfaces, (Gawer, 2021) accentuates the critical role that interfaces play as conduits for data and information exchange between the platform firm and its various sides. These interfaces serve as channels through which data flows, influencing factors such as accessibility, security, and communication efficiency within the platform environment. Effective interface management, as highlighted by (Gawer, 2021), is paramount for enhancing user engagement, safeguarding data privacy, and facilitating seamless interactions across the platform, thereby contributing to its overall success and viability. By strategically designing and optimizing digital interfaces, platform operators can streamline user experiences, foster trust and transparency, and drive value creation through efficient data exchange and communication mechanisms.

Furthermore, (Gawer, 2021) comprehensive exploration extends to the scope of the firm within digital platforms, delving into the assets, resources, and activities controlled by the platform operator. This aspect of platform governance holds significant implications for strategic decision-making, competitive positioning, and the creation of long-term value within the digital ecosystem. (Gawer, 2021) underscores the strategic imperative of delineating and managing the boundaries of the firm's scope to optimize resource allocation, governance structures, and overall platform performance, thereby ensuring sustained success and relevance in the ever-evolving digital landscape. By strategically defining the scope of the firm, platform operators can align their organizational capabilities with market opportunities, drive innovation, and foster sustainable growth by leveraging internal resources and external partnerships effectively.

4. Platform Company Evolution

(Cusumano et al., 2020) delve into the evolution of platform companies, with a particular focus on industry giants such as Microsoft, Intel, and Apple. These companies have played a pivotal role in shaping contemporary platform strategies and business models. Their research highlights how these corporations disrupted the vertically integrated mainframe computer sector during the 1980s and early 1990s, subsequently catalyzing the widespread adoption of platform-based technologies across various industries.

By comparing successful platform companies to a control group of non-platform companies, (Cusumano et al., 2020) validate the substantial competitive advantage that platforms offer, as evidenced by their financial performance. They emphasize the dynamic nature of platforms, influenced by evolving ecosystems, advancing technologies, and the complex challenges inherent in managing platform enterprises within today's digital landscape.

Furthermore, the authors stress the necessity for executives, entrepreneurs, and investors to grasp the various classifications of platforms, their unique business structures, and the pivotal factors influencing the outcomes of platform initiatives. Utilizing data sourced from the Forbes Global 2000 and building upon their extensive three-decade research, (Cusumano et al., 2020) furnish valuable perspectives on the prevalent hurdles confronting platform enterprises, while also prognosticating future trends that will mold platform technologies and business frameworks.

5. Future Platform Trends

(Cusumano et al., 2020) illuminate in their comprehensive study the evolving landscape of platforms and the critical factors shaping their trajectory in the digital age. They highlight four major trends expected to influence the dynamics of platform businesses across industries, offering valuable insights for executives, entrepreneurs, and investors navigating the complexities of the platform economy.

Firstly, (Cusumano et al., 2020) discuss the emergence of hybrid business models as a key trend in the platform space. They emphasize how companies are increasingly blending traditional business models with platform-based approaches to create innovative value propositions and drive growth. By analyzing data from the Forbes Global 2000 and conducting in-depth case studies, the authors illustrate how successful platforms are leveraging hybrid models to adapt to changing market dynamics and meet evolving customer needs.

Secondly, the authors explore the role of artificial intelligence (AI) and machine learning in shaping platform operations. According to (Cusumano et al., 2020), AI technologies are revolutionizing the way platforms deliver services, personalize user experiences, and optimize operational efficiency. Utilizing artificial intelligence (AI) capabilities, platform enterprises can augment their scalability, foster innovation, and attain a competitive advantage within a progressively data-centric market environment.

Furthermore, (Cusumano et al., 2020) highlight the trend of increasing market concentration by a few dominant platform players.

By drawing comparisons to historical instances such as IBM's prominence in the computer sector and more contemporary examples like the notable market shares achieved by Amazon, Alibaba, and Google, the authors emphasize the effects of market consolidation on competition, innovation, and consumer options. They caution that as markets tip towards a few powerful players, regulatory scrutiny and calls for increased curation are likely to intensify.

Lastly, (Cusumano et al., 2020) discuss the growing demand for platform curation and regulation in response to the expanding influence of platform companies. They point to Mark Zuckerberg's early mantra of "move fast and break things" as a reflection of the initial ethos of platform innovation, but highlight the shift towards a more regulated and curated approach in light of societal concerns and regulatory pressures. The authors stress the importance of balancing innovation with responsible governance to ensure sustainable growth and societal benefit in the platform economy.

Section 2: Digital Platforms Landscape

1. Digital Transformation:

The concept of digital transformation includes several notions such as digitization and computerization, and has experienced a relatively recent interest. According to (Ramdani & Guetib, 2024), digital transformation refers to the fundamental changes that organizations undergo in their operations, processes, and business models by leveraging digital technologies. This transformation is driven by the integration of digital tools and technologies into all aspects of an organization's activities, leading to increased efficiency, innovation, and competitiveness.

The digital transformation from traditional television to streaming platforms represents a significant change in the way that audiences interact with media content. Streaming services have become the go-to option for entertainment consumption as consumers look for on-demand access to a wide variety of content. This transition is driven by technological advancements, changing consumer preferences, and the proliferation of internet-enabled devices. Streaming platforms offer users unparalleled flexibility, allowing them to personalize their viewing experiences and access content anytime, anywhere.

(Ramdani & Guetib, 2024) emphasize that digital transformation is not merely about adopting new technologies but also involves a cultural shift within organizations. It requires a strategic approach to reimagining business processes, customer interactions, and value propositions in the digital age. The authors highlight that successful digital transformation initiatives are characterized by a holistic view of technology integration, organizational change management, and a customer-centric mindset. The authors posit that digital transformation is essential for organizations to stay competitive, drive growth, and meet the evolving needs of customers in the digital economy.

Overall, (Ramdani & Guetib, 2024) present digital transformation as a strategic imperative for organizations seeking to navigate the complexities of the digital age. By embracing digital transformation, organizations can harness the power of technology to drive innovation, enhance operational efficiency, and create sustainable value in an increasingly digital and interconnected world.

2. Categories of Digital Platforms:

According to recent research by (Asadullah et al., 2018), digital platforms have been categorized based on various dimensions to distinguish between different types of platforms. One significant dimension used for categorization is the business model of digital platforms. The authors have identified three main business models: the integrator platform model, the product platform model, and the multisided platform model. In the integrator platform model, the platform acts as an intermediary between external contributors and end users, allowing for direct monitoring and control of transactions, as exemplified by Apple's iOS ecosystem. On the other hand, the product platform model involves external contributors building on a foundational technology provided by the platform owner, such as cloud computing services offered by Amazon and Google. The multisided platform model allows

for free interaction between external contributors and end users, with platforms like Facebook and eBay serving as examples.

Furthermore, researchers have also categorized digital platforms based on the mode of interaction between external contributors. Two main categories have been proposed: collaborative platforms and competitive platforms. Collaborative platforms are characterized by social norms and flexible rules, encouraging open access to information, as seen in platforms like Threadless and Wikipedia. In contrast, competitive platforms involve external contributors developing competing goods or services, with end users selecting based on preferences, as observed in video game consoles and platforms like TopCoder.

Moreover, studies have highlighted the importance of governance mode and ownership structure in categorizing digital platforms. Governance modes can be classified as open or closed, with platforms like Linux and R known for their relatively open governance, while Apple iOS is considered a closed governance platform due to tight control over app development. Ownership structures distinguish between proprietary platforms, such as Microsoft Windows and Sony PlayStation, and open-source platforms like Linux and R, each reflecting differences in pricing, sales, profitability, and societal impact.

(Cusumano et al., 2020) study also emphasized that successful platforms yield significant competitive advantages and robust financial outcomes. It also highlighted the evolving nature of platforms and the importance for executives and investors to understand various platform types, business models, and success factors.

The authors present an examination of the proxy statements and annual reports of 43 successful platform companies, the researchers identified 209 platform companies that directly competed but eventually failed or ceased to exist independently. The primary reasons behind these failures included mispricing, over subsidization of platform participants, or entering markets too late. These findings underscored the inherent risks and challenges faced by platform businesses, despite their apparent advantages.

The study further underscored the persistent threats encountered by computing and communications platforms from emerging technologies over the past four decades. The insights from the study on platform dynamics hold significant relevance. Streaming platforms, categorized into various types such as Subscription Video on Demand (SVoD), Advertising Video on Demand (AVoD), and hybrid models, encounter similar complexities and challenges.

(Cusumano et al., 2020) highlighted that understanding the underlying causes of platform failures and disruptions is essential for stakeholders in the streaming industry to develop resilient business models and strategies.

(Koskinen et al., 2019) delve into the intricate landscape of digital platforms, focusing on three distinct types: transaction, innovation, and integration platforms. These platforms play pivotal roles in shaping digital interactions and economic transactions:

2.1. Transaction Platforms :

(Koskinen et al., 2019) highlight transaction platforms as essential components of the digital ecosystem, often referred to as multi-sided markets or exchange platforms. These platforms serve as intermediaries, facilitating transactions between various entities and individuals, such as buyers and sellers, drivers and passengers, and content creators and consumers. The primary objective of transaction platforms is to streamline interactions, reduce transaction costs, and enhance the efficiency of economic exchanges.

The authors emphasize that transaction platforms enable the exchange of digital services and can be categorized based on their core purpose. Examples of transaction platforms include social media platforms like Facebook, e-commerce platforms such as Amazon, gig economy platforms like Upwork, and sharing economy platforms such as Airbnb. These platforms are integral to the digital economy, providing users with opportunities to engage in commercial activities, share resources, and connect with a global network of participants.

(Koskinen et al., 2019) underscore the significance of network effects in transaction platforms, wherein the value of the platform increases as more users join. Direct network effects, observed in platforms like WhatsApp, highlight the enhanced value derived from a growing user base. Indirect network effects, on the other hand, emphasize the value created through interactions between complementary user groups, influencing user decisions and platform engagement.

2.2. Innovation Platforms:

Turning their focus to innovation platforms, (Koskinen et al., 2019) emphasize the role of these platforms in fostering collaboration, creativity, and technological advancement. Innovation platforms serve as hubs for developers, entrepreneurs, and creators to explore new ideas, develop innovative solutions, and address emerging challenges. Unlike transaction platforms that facilitate exchanges, innovation platforms focus on driving technological progress and promoting ecosystem growth.

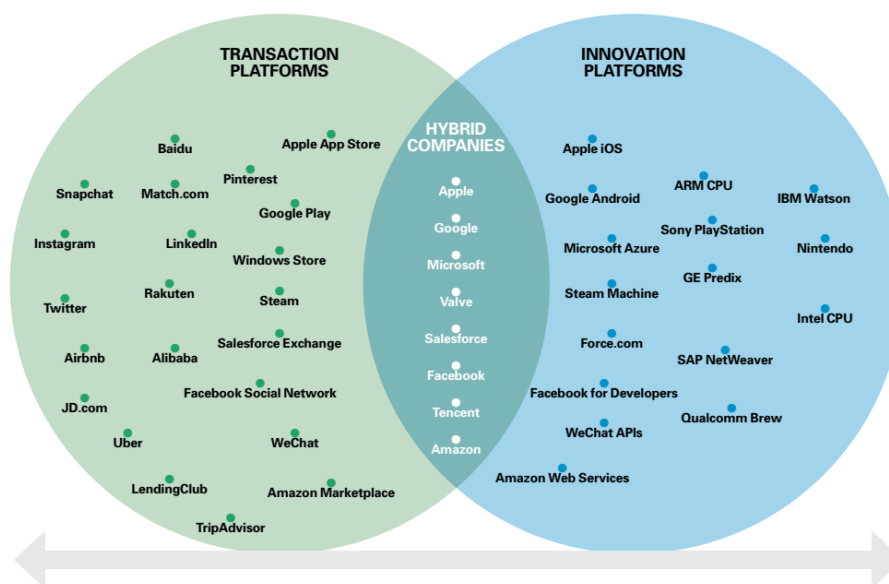
The authors highlight examples of innovation platforms such as Apple iOS, Linux, Android, and SAP, which provide developers with tools and resources to create applications, solve complex problems, and enhance user experiences. Innovation platforms play a crucial role in stimulating app economies, supporting local innovation, and addressing market frictions in developing countries. As technology becomes more accessible in emerging economies, the impact of innovation platforms on societal development is expected to increase significantly.

2.3. Integration Platforms:

Lastly, (Koskinen et al., 2019) explore integration platforms, which play a vital role in connecting diverse systems, applications, and data sources within the digital ecosystem. Integration platforms facilitate seamless communication and data exchange between different technologies, enabling interoperability and synergy across various platforms. These platforms are essential for streamlining processes, enhancing efficiency, and optimizing resource utilization in complex digital environments.

The authors emphasize the importance of understanding integration platforms in the context of digital ecosystems, where interconnected systems and technologies drive innovation and collaboration. Integration platforms enable organizations to integrate disparate systems, leverage data from multiple sources, and create unified digital experiences for users.

Figure 1: Basic platform types



Source: The business of platforms: strategy in the age of digital competition, innovation, and power (harper business, 2019)

3. Types of Streaming Platforms:

(Chalaby, 2023) presented in his article the transformative impact of streaming platforms on the television industry. The numerous studies and research that have been conducted aims to focus on the typologies of streaming platforms and their implications for the television industry.

This study emphasizes the revolutionary impact of streaming services like YouTube, Twitch, and TikTok. It also divides these streaming services into three categories: advertising video on demand (AVoD), subscription video on demand (SVoD), and hybrid models. (Chalaby, 2023) emphasizes the importance of understanding the complex dynamics of streaming platforms by looking at the complete value chain, all within the broader context of the platform economy.

(Chalaby, 2023) study delves into the diverse landscape of streaming platforms, categorizing them into distinct types based on their supply-chain arrangements, participant categories, and commercial transaction structures. By analyzing the characteristics of different streaming platform types, including SVoD services, AVoD platforms, and video-sharing websites. The article offers a comprehensive examination of the evolving strategies for content delivery, revenue generation, and audience engagement within the digital media ecosystem.

3.1. SVoD platforms (engineering platforms):

SVoD (Subscription Video on Demand) services, exemplified by industry giants like Netflix, Amazon Prime Video, and Disney+, operate on a subscription-based model where users pay a recurring fee for access to a curated library of content. These platforms prioritize exclusive and original content to attract and retain subscribers, offering ad-free viewing experiences tailored to individual preferences. The modular system architecture of SVoD platforms allows for personalized content consumption, where users can select and configure their viewing experience based on their interests and viewing habits (Chalaby, 2023).

3.2. AVoD platforms (multi-sided platforms):

AVoD (Advertising Video on Demand) platforms such as YouTube, Hulu (with ads), rely on advertising revenue as their primary source of income, providing free access to content supported by targeted advertisements. User engagement and ad effectiveness play a crucial role in driving revenue streams for AVoD platforms, with a focus on maximizing ad impressions and user interactions to enhance monetization opportunities. The standalone monetization strategy of AVoD platforms centers on advertising as a key revenue stream, with a balance between content consumption and ad delivery shaping the user experience (Chalaby, 2023).

3.3. Video-sharing websites (transaction platforms):

Video-sharing websites, including YouTube, Vimeo, and TikTok, serve as platforms for user-generated content, enabling creators to upload, share, and engage with a global audience. These platforms foster community-driven content creation and consumption, with monetization avenues ranging from advertising revenue sharing to sponsorships and direct viewer support. The participatory ecosystem of video-sharing websites facilitates direct transactions between content creators and advertisers, empowering creators to monetize their content while engaging with a diverse and global audience (Chalaby, 2023).

The classification of streaming platforms into distinct types based on their supply-chain arrangements and commercial transaction structures offers valuable insights into the diverse strategies for content delivery and revenue generation within the digital media ecosystem. By delineating the characteristics of SVoD services, AVoD platforms, and video-sharing websites, (Chalaby, 2023) provides a nuanced understanding of the evolving landscape of streaming platforms and their implications for the platform economy.

4. Platforms and the Monetization of Content:

(Chalaby, 2023) study delves into the intricate dynamics of content monetization on digital platforms, shedding light on the evolving strategies employed by streaming platforms to generate revenue, engage audiences, and shape the platform economy. By examining the monetization models of various platform types, including video-sharing platforms, Subscription Video on Demand (SVoD) services, and transaction platforms, Chalaby offers a comprehensive analysis of the diverse approaches to content monetization within the digital media landscape.

According to (Chalaby, 2023), video-sharing platforms like YouTube have revolutionized content monetization by sharing advertising income with content creators based on views and location. This revenue-sharing model not only incentivizes creators to produce engaging content but also highlights the role of viewers in supporting their favorite creators through subscriptions, sponsorships, and engagement metrics. The direct transactions between advertisers and content creators further underscore the complex ecosystem of content monetization on video-sharing platforms, where sponsorship arrangements and brand ambassadorships play a pivotal role in driving revenue streams.

In contrast to video-sharing platforms, SVoD services such as Netflix operate as engineering platforms, offering configurable modular systems that allow subscribers to customize their viewing experience. (Chalaby, 2023) highlights the distinct nature of SVoD platforms in monetizing content through subscription models, where subscribers have the flexibility to select and personalize their content consumption. This engineering approach to content delivery not only enhances user experience but also underscores the importance of subscription-based revenue streams in sustaining SVoD services.

Transaction platforms, as elucidated by (Chalaby, 2023), facilitate interactive transactions among diverse participant groups, reshaping the digital marketplace and revenue-sharing dynamics. Platforms like Airbnb and Amazon Marketplace exemplify the transactional nature of these platforms, where users engage in direct exchanges of goods and services, leading to a reconfiguration of traditional business models and revenue generation strategies. The interactive ecosystems of transaction platforms highlight the role of platforms in coordinating transactions and fostering economic exchanges among participants.

By contextualizing the monetization of content within the broader framework of platform types and their supply-chain arrangements. The classification of streaming platforms based on their monetization models, participant categories, and commercial transaction structures offers valuable insights into the evolving strategies for revenue generation, audience engagement, and industry dynamics within the platform economy (Chalaby, 2023).

Section 3: Successful Digital Platforms: Key Insights

1. Porter's Key Success Factors

Porter's Key Success Factors (KSFs) are a set of essential elements that contribute to the success of a business. According to (Porter, 1980), these KSFs are critical to achieving a competitive advantage and include a clear and unique value proposition, which is the unique combination of products or services that a company offers to its customers. This value proposition must be communicated effectively to the target market to differentiate the company from its competitors and create a loyal customer base (Porter, 1980).

Another key factor is a strong organizational culture, which is the set of values, norms, and beliefs that guide the behavior and decision-making of an organization's employees. A strong organizational culture fosters a sense of unity and shared purpose among employees, leading to increased motivation, productivity, and job satisfaction (Porter, 1980). Effective strategic planning is also crucial, as it enables organizations to set clear goals and objectives, allocate resources efficiently, and make informed decisions about investments and resource allocation (Porter, 1980).

Innovation and quality are also critical KSFs. Innovation involves the development of new products, services, or processes that meet the changing needs of customers and stay ahead of competitors. Quality, on the other hand, refers to the ability of an organization to consistently deliver high-quality products or services that meet customer expectations (Porter, 1980). A well-managed supply chain is also essential, as it ensures the efficient and cost-effective flow of goods, services, and information from raw materials to end customers (Porter, 1980).

A skilled and adaptable workforce is another key factor, as it enables organizations to respond quickly to changes in the market and stay competitive. This requires continuous training and development of employees to ensure they have the necessary skills and knowledge to perform their jobs effectively (Porter, 1980). Furthermore, a commitment to continuous learning and improvement is critical, as it enables organizations to stay ahead of the competition by adopting new technologies, processes, and strategies (Porter, 1980).

In addition to these factors, (Porter, 1980) emphasizes the importance of a well-defined and executed business strategy, which outlines the organization's goals, objectives, and tactics for achieving success. This strategy must be aligned with the organization's mission, vision, and values to ensure that all employees are working towards the same goals (Porter, 1980).

2. Digital Platform Success Factors

Digital platforms have emerged as disruptive technologies in various industries, with a significant impact on business models and strategies (Steffen et al., 2023). Understanding the success factors that differentiate thriving digital platforms from those that fail is crucial for platform owners and designers. (Steffen et al., 2023) identified 30 platform success factors categorized into corporate value integration, platform value, and platform architecture. This literature review delves into these success factors to provide a comprehensive understanding of the key elements that contribute to the success of digital platforms.

2.1. Corporate Value Integration:

(Steffen et al., 2023) emphasized the importance of corporate value integration in defining the platform strategy. This involves aligning the platform's goals with the overall corporate objectives to ensure coherence and synergy. Factors such as strategic alignment, leadership commitment, and organizational culture play a crucial role in integrating corporate values into the platform's design and development process.

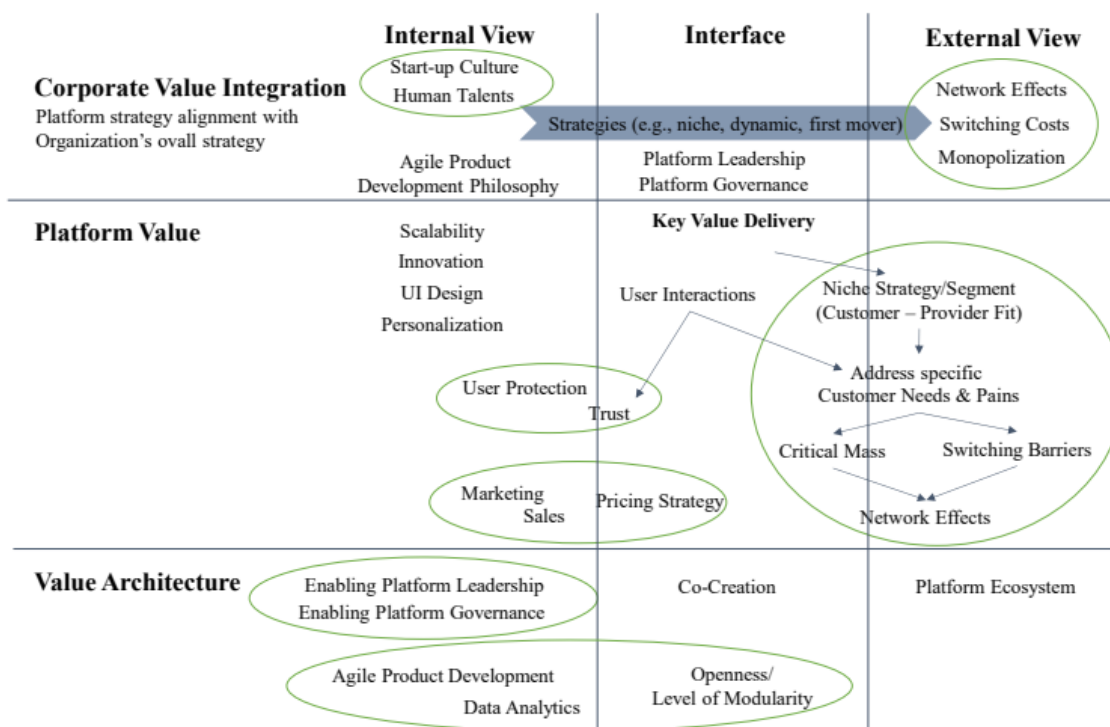
2.2. Platform Value:

According to (Steffen et al., 2023), platform value encompasses the unique selling propositions and value propositions that attract users and create competitive advantage. Factors such as user experience design, value proposition clarity, and ecosystem engagement are essential for enhancing the perceived value of the platform. By focusing on creating value for all stakeholders, including users, partners, and developers, digital platforms can sustain their competitive edge in the market.

2.3. Platform Architecture:

(Steffen et al., 2023) mentioned on their work that the architecture of a digital platform is fundamental to its functionality, scalability, and innovation capabilities. Key success factors in platform architecture include technical infrastructure, data security, scalability, and interoperability. By designing a robust and flexible architecture that supports seamless integration of new features and services, platform owners can adapt to changing market demands and technological advancements.

Figure 2: Overview and dependencies of the identified platform success factors



Source: (Steffen et al., 2023).

2.4. Success Factors Integrated into the BMC:

The integration of success factors into the Business Model Canvas is a crucial step in digital platform design and management. The BMC provides a structured framework for incorporating essential elements that influence the success of digital platforms. By aligning success factors with the BMC building blocks, platform owners can systematically address key elements that contribute to platform performance and sustainability (Steffen et al., 2023).

2.4.1. Customer/Provider Segments:

One of the key building blocks in the BMC is the segmentation of customer and provider segments, as highlighted by (Steffen et al., 2023). By analyzing the specific needs, pain points, and opportunities within each segment, platform owners can tailor their value propositions and services to meet the diverse requirements of users and providers. Understanding the dynamics and dependencies between customer and provider sides is essential for creating a balanced and sustainable platform ecosystem.

2.4.2. Value Proposition:

The value proposition building block in the BMC focuses on articulating the unique value that the platform offers to its users and stakeholders (Steffen et al., 2023). By clearly defining the platform's value proposition, platform owners can communicate the benefits and advantages of using the platform to attract and retain users. Aligning the value proposition with the platform's core objectives and target market segments is crucial for establishing a compelling and differentiated position in the market.

2.4.3. Channels:

The channels building block in the BMC focuses on the distribution and communication channels used to reach and engage users and stakeholders (Steffen et al., 2023). By identifying and optimizing channels such as online platforms, social media, and direct marketing, platform owners can enhance user acquisition, retention, and engagement. Leveraging the right channels enables platform owners to effectively promote their offerings, deliver value to users, and build strong relationships with customers and partners.

2.4.4. Customer Relationships:

Building and maintaining strong customer relationships is essential for fostering loyalty, trust, and engagement on the platform (Steffen et al., 2023). By integrating customer relationships into the BMC framework, platform owners can design and implement strategies to attract, retain, and delight customers. Understanding customer needs, preferences, and feedback helps tailor the platform's offerings and services to meet user expectations and drive long-term satisfaction and loyalty.

2.4.5. Key Activities:

Integrating key activities into the BMC framework enables platform owners to prioritize tasks and initiatives that drive platform growth and sustainability (Steffen et al., 2023). By defining key activities related to platform operations, marketing, and user engagement, platform owners can ensure that resources are allocated effectively to support the platform's strategic goals. Identifying and focusing on key activities helps streamline operations, enhance efficiency, and maximize the impact of platform initiatives.

2.4.6. Key Resources:

The key resources building block in the BMC highlights the essential resources required to support and sustain the platform's operations and growth (Steffen et al., 2023). By identifying key resources such as technology infrastructure, human capital, and strategic partnerships, platform owners can ensure that the platform has the necessary capabilities to deliver value to users and stakeholders. Allocating resources effectively and optimizing resource utilization are critical for enhancing platform performance and competitiveness.

2.4.7. Key Partnerships:

Establishing key partnerships is crucial for expanding the platform's reach, capabilities, and value proposition (Steffen et al., 2023). By integrating key partnerships into the BMC framework, platform owners can identify and collaborate with strategic partners to enhance platform offerings, access new markets, and drive innovation. Cultivating strong partnerships with complementary businesses, service providers, and industry stakeholders can create synergies that benefit all parties involved and contribute to the platform's long-term success.

2.4.8. Cost Structure:

The cost structure building block in the BMC focuses on identifying and managing the costs associated with operating and maintaining the platform (Steffen et al., 2023). By analyzing cost drivers, cost-saving opportunities, and revenue streams, platform owners can optimize the platform's financial performance and sustainability. Understanding the cost structure enables platform owners to make informed decisions about pricing strategies, resource allocation, and investment priorities to ensure long-term profitability and viability.

2.4.9. Revenue Streams:

Identifying and diversifying revenue streams is essential for monetizing the platform and generating sustainable income (Steffen et al., 2023). By integrating revenue streams into the BMC framework, platform owners can explore different monetization models, pricing strategies, and value-added services to capture value from users and stakeholders. Developing multiple revenue streams, such as subscription fees, transaction fees, and advertising revenue, helps mitigate risks and enhance the platform's financial resilience.

Table 2: Concept table for the platform success – BMC

Field	Questions
Customer Segments	<p>Conduct a market trend analysis – achieve value for providers and users</p> <p>Which niche segment(s) can you serve?</p> <p>Which niche segment is the most promising?</p> <p>Which customer/user segments does this niche strategy serve?</p> <p>Which providers fit the niche strategy?</p>
UVP (Unique Value Proposition)	<p>What is the platform's unique value proposition?</p> <p>Which specific pains/gains of the providers/users does it address?</p> <p>Which functionalities must be (at least) included (MVP)?</p> <p>Is the usability/user friendliness given? (must-have vs. great to have)</p> <p>Is there a need/potential for personalization (e.g., potential for added value)? To be successful:</p> <p>How can you achieve network effects (e.g., direct, indirect, lock-in)?</p> <p>How can you increase switching costs (easy in and difficult "out")?</p>
Channels	<p>How do you deliver the value to the providers/users?</p> <p>How can you customize the marketing strategy?</p> <p>How can you customize the sales strategy?</p>
Customer Relationships	<p>Most important is to achieve trust:</p> <p>Do you protect the providers/users and their data?</p> <p>How do you orchestrate the platform interactions?</p> <p>How do you ensure sufficient customer service?</p>
Key Activities	<p>Define a platform strategy (e.g., niche, first-mover, fast-follower or dynamic)</p> <p>Which platform governance supports the strategy best?</p> <p>Which platform leadership supports the strategy best?</p> <p>(Agile) product development</p> <p>How does the platform stay innovative/on the innovative edge?</p> <p>How could the platform service benefit from data analytics?</p> <p>How do you develop/build the platform in an open/modular fashion (e.g., boundary resources, standardization, etc.)?</p>
Key Resources	<p>Which human talent do you have?</p> <p>Which human talent do you need (e.g., hiring or partnering)?</p> <p>Which resources (e.g., hardware/server) do you need?</p>
Key Partnerships	<p>Which missing resources do you have to compensate? Who could help/helps?</p> <p>Which added value can you make possible via collaborations?</p> <p>What can/should you outsource?</p> <p>With whom/other platforms can you cooperate (e.g., shared skills/ resources)?</p> <p>Could you benefit from co-creation?</p> <p>Could open innovation support you</p>
Cost Structure	<p>Consider fixed and variable costs (e.g. human talent, hardware, server, rent, furniture, internet, operating costs, maintenance, etc.)</p> <p>Do you have scalability potentials (e.g., economies of scale)</p>
Revenue Streams	<p>Which pricing strategies make sense (e.g., freemium, cross-subsidization, pay-as-you- go, surge pricing, provision and transaction-fees)?</p>

Source: (Steffen et al., 2023).

3. Key resources: employees, audience-centric technology, and content development

(Allam & Chan-Olmsted, 2021) study emphasizes the significance of key resources in the business model (BM) of video streaming platforms. According to (Allam & Chan-Olmsted, 2021), these resources encompass both tangible and intangible assets such as knowledge workers, technology, equipment, distributing channels, facilities, and employees.

(Allam & Chan-Olmsted, 2021) highlighted the importance of key resources in the business model (BM) of Video Streaming Platforms (VSPs), encompassing both tangible and intangible assets essential for success in the market. They emphasized the significance of developing employees, technology to enhance audience experiences, and culturally attractive original content as crucial resources. (Johnson et al., 2010) supported this notion by indicating that employees are core resources that create value for consumers and the media organization. (Johnson et al., 2010) further emphasized the role of technology as a driver for improving performance, reducing costs, and making services accessible to the audience.

In their study, (Allam & Chan-Olmsted, 2021) noted that Netflix and Shahid VIP are ahead of Watch iT in terms of investment in technology and human resources. They highlighted the significance of hiring competent employees and empowering them with freedom and responsibility as a key factor for success. Additionally, a senior local content producer at Netflix emphasized the importance of Netflix's "originals" as a benchmark resource, particularly the creation of "transnational originals" tailored to the targeted audience's language and preferences.

Shahid also made substantial investments in resource development in 2019, focusing on enhancing technological capabilities and distribution channels to improve streaming quality, speed, and reliability. The introduction of Full HD streaming and features like Chromecast and AirPlay functionality contributed positively to audience acquisition. Conversely, the lack of resources, such as basic technological knowledge, cloud-based systems, and proper hosting, hindered the growth of Watch iT and negatively impacted user experience and perception (Allam & Chan-Olmsted, 2021).

(Allam & Chan-Olmsted, 2021) emphasized the need for Watch iT to enhance its technical and content creation teams and align content with various screens to improve its competitiveness in the market.

Table 3: Comparison among Netflix, Shahid VIP & Watch iT.

	Netflix	Shahid VIP	Watch iT
Content	International	Regional/ International	Local
Target Audience	International	Regional	Local/Regional
Total number of subscribers	170 m	500,000	70,000
Number of subscribers in Egypt	700,000	150,000	55,000
Partnerships	Global	Global and Regional	N/A
Kind of subscription	Monthly basic (\$8.99) Monthly standard (\$12.99). Monthly subscription (\$15.99)	Weekly (\$2.990) Monthly (\$8.99) Annual 9\$79.99)	Quarter (\$18) Half Annual (\$35) Annual (\$63)
Number of screens to share per subscription	<ul style="list-style-type: none"> ● basic subscription (one screen) ● Standard subscription (two screens) ● Premium subscription (5 screens) 	5 screens	1 screen

Source: (Allam & Chan-Olmsted, 2020)

4. Key Processes: Strategic Financials/Marketing and Ecosystem Partnerships

(Allam & Chan-Olmsted, 2021) study delves into the concept of key processes within the video streaming industry, emphasizing the operational and managerial processes crucial for delivering consistent value to customers. The authors identified elements of key processes such as training, development, manufacturing, budget planning, content acquisition, and partnerships within the ecosystem.

In the context of business processes, (Allam & Chan-Olmsted, 2021) noted that Netflix, with its global experience, has a more robust background in establishing and executing business processes. However, the study highlighted that Netflix lacks experience in the Arab region. The importance of budgeting and planning processes for entering the Egyptian market was underscored, particularly in sustaining financial resources and processes in a market like Egypt with challenges related to adoption and pricing, especially among a population with lower average income.

Regarding marketing strategies, the study indicated the significance of social media marketing integrations and other strategic elements to enhance the image and presence of VSPs. The interviewees emphasized the need for digital marketing platforms over traditional ones, citing examples where marketing campaigns for VSPs were not effectively targeted. Additionally, the study highlighted the importance of forming partnerships within the VSP ecosystem to ensure the long-term sustainability of streaming businesses. Partnerships, such as the collaboration between Shahid and telecom operators in Kuwait and Egypt, were seen as beneficial for expanding market reach and increasing audience engagement. (Allam & Chan-Olmsted, 2021) suggested that VSPs can create a beneficial ecosystem through strategic partnerships to facilitate market expansion and enhance audience reach, emphasizing the cautious approach required in forming such alliances.

Conclusion:

The theoretical framework chapter provides a comprehensive overview of the digital platform industry, digital platforms landscape, and key insights into successful digital platforms. Through an in-depth analysis of various concepts, definitions, and trends in the digital sector, this chapter lays the foundation for understanding the complexities and dynamics of digital platforms. By exploring the evolution of platform companies, digital transformation, and success factors, this chapter sets the stage for the subsequent chapters to delve deeper into the research objectives and methodology.

CHAPTER 2: METHOD AND DATA

In this chapter, we provide the methodology applied in this study in the first section, followed by a full discussion of the data and tools used for conducting the research in the second half.

Section 1: Research Method

1. Epistemological posture

Any research project's choice of epistemological stance acts as an important foundation for the creation of solid and reliable scientific knowledge. Prior to embarking on any research endeavor, it is imperative for researchers to explicitly define their epistemological stance.

Epistemological investigation involves a critical analysis of the fundamental assumptions that support the creation and verification of knowledge. This introspective process extends beyond methodological considerations, encompassing broader reflections on the nature of knowledge and the epistemological paradigms informing research inquiry.

Therefore, it is necessary upon researchers to place their research within a coherent epistemological framework, as this choice fundamentally shapes the trajectory of the study. This content reads as if it is human-written. Drawing from established paradigms in the social sciences, researchers often align with either positivist or constructivist epistemologies. Positivists believe in a single, objective reality that can be measured and observed, while constructivists acknowledge the existence of multiple, socially constructed realities (Guba & Lincoln, 1994).

Our research takes a constructivist epistemological position, researchers posit that knowledge is actively constructed through individuals' interactions with their environment and their interpretive sense-making processes. This perspective highlights how reality is subjective and how crucial it is to understand occurrences in the context of their socio-cultural contexts.

The constructivist paradigm is a prominent epistemological stance in social science research. Constructivists posit that "knowledge is actively constructed through individuals' interactions with their environment and their interpretive sense-making processes" (Creswell & Poth, 2018). This perspective highlights the subjective and contextual nature of reality, emphasizing the importance of understanding phenomena within their socio-cultural contexts (Guba & Lincoln, 1994). Constructivists believe that there are multiple, socially constructed realities, and that the researcher and the participants co-create the findings through their interactions (Denzin & Lincoln, 2018)

Researchers adopting a constructivist epistemology often utilize qualitative research techniques, such as observations, interviews, and thematic analysis, to examine the complexity of the topic they are studying (Creswell, 2013). Through iterative engagement with participants and reflexivity in data analysis, researchers aim to construct rich and contextually situated understandings of the phenomena (Charmaz, 2014). This approach allows for the exploration of multiple perspectives and the co-creation of meaning between the researcher and the participants (Creswell & Poth, 2018).

By embracing a constructivist epistemology, researchers seek not only to uncover empirical insights but also to contribute to theoretical advancements in their respective fields. This epistemological posture underscores the dynamic and co-constructed nature of knowledge, emphasizing the importance of reflexivity and contextual understanding in academic research.

2. Research approach

The inductive research approach is a valuable methodology for analyzing and interpreting data in various fields, including business research. It is a qualitative method that involves condensing raw textual data into a summary format, establishing links between research objectives and findings, and developing a framework of underlying experiences or processes evident in the data.

According to (Christensen et al., 2017), this approach involves starting with specific observations and gradually moving towards more general theories, allowing researchers to derive insights from the data collected.

Inductive research approach is pragmatic, flexible, and provides a systematic set of procedures for analyzing qualitative data, producing reliable and valid findings. It is particularly useful for focused evaluation questions and can be less complicated than other qualitative data analysis approaches.

The inductive research approach involves using known results and their implications to generate hypotheses and theories. This approach allows research findings to emerge from the themes in raw data without the restraints of structured methodologies. It also can be used to identify key success factors and competitive advantages that can be used as a basis of differentiation by the supplier.

By adopting an inductive methodology within the constructivism epistemological paradigm, researchers can delve into the complexities of innovative and competitive platforms, uncovering the key success factors that drive their performance and sustainability. This methodological choice aligns with the dynamic nature of these platforms, offering a comprehensive understanding of the mechanisms that contribute to their success.

Through the lens of inductive reasoning, researchers can navigate the intricacies of innovative and competitive platforms, shedding light on the interplay of factors that shape their outcomes. This approach not only enriches the existing knowledge base but also provides valuable insights in the field of platform innovation and competitiveness.

Researchers can use qualitative research techniques like observations, interviews, and theme analysis to examine the complexity of the topic they are studying in order to establish this epistemological viewpoint. Through iterative engagement with participants and reflexivity in data analysis, researchers aim to construct rich and contextually situated understandings of the phenomena.

3. Methodological approach

Our research approach is based on a qualitative method, which is a common method used within the constructivist epistemological paradigm. The decision to choose a qualitative approach is based on the study's objectives and the nature of the research questions being asked.

The qualitative research paradigm is an approach based on interpretivism, which aims to explore and understand social or human problems in order to identify the reasons formed in those experiences (Addo & Eboh, 2014). Interpretivism emphasizes the importance of understanding the subjective meanings and social contexts that shape human behavior. It seeks to delve into the deeper layers of individuals' experiences, beliefs, and motivations, providing a more nuanced and comprehensive understanding of the phenomena being studied.

In addition, qualitative research is seen by Shava and (Shava & Nkengbeza, 2019) as an investigation that seeks to explain human behavior and the factors that influence it in great detail. This approach involves collecting rich, descriptive data through methods such as interviews, focus groups, and observations, which allows researchers to capture the complexity and richness of participants' perspectives. By engaging directly with participants and exploring their lived experiences, qualitative research can uncover insights that might be overlooked by more rigid, quantitative methods.

Accordingly, qualitative research builds theory from evidence related to the topic being studied rather than depending on pre-established notions or models (Addo & Eboh, 2014). This inductive approach allows theories and concepts to emerge organically from the data, ensuring that they are grounded in the actual experiences and realities of the participants. This process of theory generation is iterative and dynamic, with ongoing data collection and analysis informing each other to refine and deepen the understanding of the research topic.

By employing this strategy, researchers can examine the veracity of their theories and information. The qualitative approach enables a flexible and adaptive research process, where emerging findings can guide subsequent data collection and analysis. This adaptability is particularly valuable in exploratory research, where initial insights can lead to new lines of inquiry and a more thorough investigation of the subject matter.

Section 2: Research Data

1. Data collection methods

When conducting research, there is a need to collect data, and to do so, there are a lot of methods. Data collection is a systematic process of gathering observations or measurements. Whether the researcher is performing research for business, governmental or academic purposes, data collection allows the researcher to gain first-hand knowledge and original insights into the research problem. Selecting the appropriate data collection method is crucial, and various methods can be used, including interviews, surveys, observations, and archival research.

Archival research: A method often used in qualitative studies, involves analyzing previously collected data, such as letters, diaries, or official documents, to derive insights and understand patterns (Ulrich, 2020). This approach allows researchers to access historical information without the need to collect new data, making it valuable for studying trends, behaviors, and events over time (Ulrich, 2020).

Observations: A key method in qualitative research, entail the systematic and detailed examination of phenomena in their natural settings, allowing researchers to directly witness and record behaviors or events. Observational research can range from structured, where researchers follow a predetermined protocol, to unstructured, where researchers immerse themselves in the research context to gain a deeper understanding of the phenomenon. This approach enables researchers to capture the nuances and contextual factors that shape the behaviors and interactions of individuals or groups (Kawulich, 2005).

Interviews: Interviews are a fundamental data collection method in qualitative research, involving direct conversations between researchers and participants to gather in-depth information and insights (Lee & Hume-Pratuch, 2014). Interviews can take various forms, such as structured, semi-structured, or unstructured, and allow researchers to explore participants' experiences, perspectives, and behaviors in a flexible and interactive manner (Jamshed, 2014). By engaging in interviews, researchers can delve into the complexities of a phenomenon, uncovering nuanced and contextual factors that shape the participants' lived experiences (Qu & Dumay, 2011).

To gather comprehensive informations, we utilized a semi-structured interview as a main method.

2. Semi-structured interview

A semi-structured interview is a widely used social research method to collect data on a specific topic by asking participants questions in a flexible and informal manner, allowing for spontaneity and exploration of personal experiences and it requires careful planning, execution, and analysis to ensure their validity and reliability. It is best used when the researcher is an experienced interviewer with a strong background in the research topic, the research question is exploratory, descriptive data is sought, and forming connections with participants is important. The questions and their order are not pre-set, but instead, the interview proceeds based on the participant's previous answers, making it open-ended and helpful for social research.

Before conducting a semi-structured interview, the researcher should establish their objectives and guiding principles, identify the research problem, and evaluate why this type of interview is most suitable for the study. During the interview, the researcher should encourage lengthy, detailed responses, avoid closed-ended questions, and focus on "how" questions to help put the participant at ease. After the interview, the researcher should analyze the data using deductive or inductive approaches, categorize similar labels into broader themes, and remain objective to ensure the reliability of the results.

Two primary factors led us to select the semi-structured interview method. In the first place, it helps us to gather a significant amount of data without being overly restricted when it comes to providing exhaustive specification of all decision-making needs. In addition, the use of an interview guide allows us to keep benchmarks to guide the discussion and ensure that all the desired questions are covered.

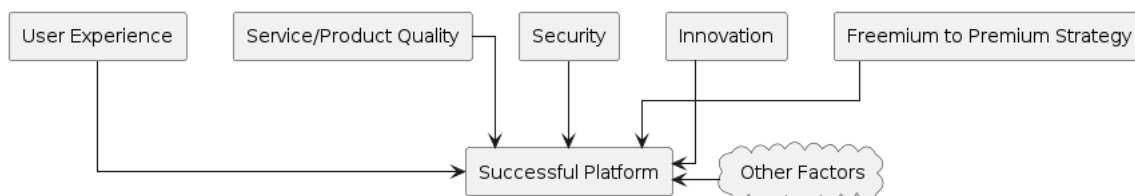
3. Interview guide

Following the previous literature review and with proposing other factors inspiring from the Algerian market, we will develop a maintenance guide to test the key success factors of companies that use digital platforms to offer a service to their customers. This guide is intended for managers of these companies, and as we choose a semi-structured interview, we started with one principal question in a way to know the key success factors of these digital companies, and in instances where interviewees may be reticent to divulge sensitive information, we employ a structured framework comprising specific points to guide the conversation as:

- Importance of User Experience
- Importance of Service/Product Quality
- Security role in digital platforms company
- Innovation and strategy in digital platforms company
- The Strategy of Freemium to premium

The interview has been structured in a manner to address the problem outlined in our dissertation. The key success factors mentioned in accordance with the previous literature review, as well as those we proposed, can only be considered after testing their effectiveness in several companies in this field.

Figure 3: Key Success Factors of an Innovative and Competitive Platform



Source: Self-developed

4. Selection of companies

The selected companies below have been chosen based on their positions in the market. The interviewees can provide detailed insights into the workings of their respective organizations and identify the primary key success factors for an innovative and competitive platform. And these are the main reasons that made us choose these companies:

SPART: Spart is the first company in Algeria to digitalize sports coaching and training. The startup achieved significant success, particularly during the Covid-19 pandemic, and has been recognized with several awards, including the Algerian Web Awards.

JUMIA: Jumia, a multinational company and the leader in e-commerce in Algeria, is renowned for its extensive presence across the entire national territory and the quality of their products and services.

TAHWISSA: Tahwissa is an advertising agency startup specializing in the tourism industry in Algeria. It has gained rapid popularity since its inception, making it an interesting case study.

COMPANY X: For internal reasons, this company opted not to disclose its identity, a decision we respect. We selected it due to its significant market presence, innovative approach in integrating technology with transportation services, and its ability to thrive in Algeria's competitive ride-sharing sector.

COMPANY Y: This company has chosen not to disclose its identity for internal reasons as well. However, we selected them due to their diverse platform features and the significant development of their online service.

Table 4: Selection of companies

Company	Interviewee	Post	Time
Spart	S.H	Co-Founder	35 min
Jumia	M.N	Head of Acquisition	38 min
Tahwissa	B.A	Founder	24 min
X	K.Y	Project Manager	25 min
Y	M.Y	Project Manager	28 min

Source: Self-developed

5. Data treatment and analysis

Data processing can take two forms: semantic and statistical. Semantic processing involves manual analysis of ideas, words, and their meanings, while statistical processing involves computer-based analysis and statistical examination of words and phrases. For the results obtained from the interviews we had, we have opted for semantic analysis and utilized NVIVO 14 software to generate a word cloud.

Conclusion:

In the method and data chapter, the research methodology employed in this study is elucidated, offering insights into the approach, tools, and techniques used for data collection and analysis. By outlining the structured process of selecting interview participants based on experience and market share, this chapter ensures a robust and comprehensive exploration of the challenges and opportunities in creating a streaming platform. The structured manner in which the interviews were conducted underscores the reliability and validity of the data gathered, paving the way for a rigorous analysis in the subsequent chapters.

CHAPTER 3: RESULTS AND DISCUSSION

In this section, we will present the results obtained from our qualitative study with different companies in the digital field in Algeria, followed by a discussion of the findings of this research.

Section 1: Results

1. Conduct of interviews

We conducted a qualitative study based on semi-structured interviews with managers of different companies in the digital sector in Algeria.

We held semi-structured interviews with two (2) founders of companies in the digital sector (Spart; Tahwissa), and two (2) project managers (X; Y), and one (1) head of acquisition (Jumia). One principal question was asked accompanied with five (5) questions in case the interviewee needed more specification, and each interview lasted approximately 30 minutes.

2. Analysis and interpretation of data collected

Following the completion of 5 interviews with companies operating within the digital field, we've identified several important factors that appear to be crucial to their success:

For instance, the importance of user experience is a recurring theme, with all five companies emphasizing the need for seamless and intuitive interfaces that enhance user engagement and loyalty. This suggests that companies recognize the value of creating a positive user experience as a critical factor in attracting and retaining customers.

Another key factor that emerges from the interviews is the role of technology integration. SPART's use of digitalization and artificial intelligence to enhance its services, Tahwissa's emphasis on adopting emerging technologies to improve platform features, and Jumia Algeria's focus on providing a seamless online shopping experience all highlight the importance of leveraging technology to stay competitive. This underscores the significance of technology integration in enhancing the platform's capabilities and providing personalized experiences to users.

Marketing and branding are also identified as crucial factors by multiple companies. SPART's targeted advertising campaigns, Tahwissa's emphasis on marketing and branding, and Jumia Algeria's strategic marketing initiatives all demonstrate the importance of effective marketing strategies in creating brand awareness, driving customer engagement, and increasing sales. This suggests that companies recognize the value of marketing in differentiating their platforms and attracting users.

Company X and Company Y also highlight the importance of marketing, with Company X implementing targeted campaigns to increase brand visibility and attract a broader customer base, and Company Y utilizing social media to achieve similar goals.

Furthermore, the results highlight the importance of strategic partnerships and innovation. Tahwissa's collaboration with stakeholders to expand offerings and reach new markets, Jumia Algeria's partnerships with suppliers and logistics companies to enhance its operations, and SPART's use of technology to innovate its services all demonstrate the value of strategic partnerships and innovation in staying ahead of the competition. This underscores the significance of these factors in enhancing the platform's offerings and competitiveness.

Company X also emphasizes the importance of strategic partnerships, forming collaborations with local businesses, events, and organizations to expand reach and create additional value for users. They also recognize the need for continuous technological upgrades and innovative features to stay competitive and meet evolving customer needs.

The findings also emphasize the importance of service/product quality. SPART's focus on delivering high-quality coaching and training programs, Jumia Algeria's emphasis on offering high-quality products with providing an excellent after-sales service. This suggests that companies recognize the value of delivering high-quality services and products in building trust and fostering long-term relationships with users.

Additionally, the results reveal the significance of pricing strategies in attracting and retaining customers. Jumia Algeria's competitive pricing approach, which includes not only affordable product prices but also reasonable delivery fees, demonstrates the importance of making online shopping a cost-effective option for customers. By keeping delivery costs reasonable, Jumia Algeria aims to encourage continued purchases and make online shopping more accessible to its target audience.

The word "competitive" occurring 14 times, underscores the platform's imperative to differentiate itself and excel within a competitive landscape, requiring strategic positioning and innovation. Similarly, "innovative" appears 14 times, signifying the ongoing need for creativity and novel solutions to address evolving market demands and challenges.

Finally, the term "marketing" recurring 11 times, emphasizes the critical role of strategic promotion and communication strategies in attracting and retaining users, driving growth, and establishing brand presence.

The results of the analysis of the semi-structured interview allow us to know the key success factors of the companies in the digital field.

In conclusion, the key success factors identified in our study highlight the multifaceted nature of building a successful and competitive platform in the Algerian market. By focusing on user experience, marketing and branding, service/product quality etc... companies can increase their chances of success and maintain a strong competitive position in the industry.

Section 2: Discussion

The findings of this study provide valuable insights into the key success factors for an innovative and competitive platform in the Algerian market. The interviews conducted with various companies highlight the importance of several interrelated factors that contribute to the success and competitiveness of such platforms. While the study aimed to gather data from a larger sample, some companies were hesitant to share sensitive information, limiting the number of interviews conducted to five (5).

Recall that our objective is to develop a VOD streaming platform. To achieve this, we conducted interviews with companies in the digital field to understand and identify their key success factors. The results from the interviews with SPART, Tahwissa, Jumia Algeria, Company X, and Company Y reveal a common thread among the key success factors identified by each company. While each company has its unique set of factors, there are certain commonalities that emerge across the different platforms.

Firstly, user experience is consistently emphasized as a critical element. The literature review, particularly the works of Steffen et al. (2023), underscores the importance of designing intuitive and user-friendly interfaces to enhance user engagement and satisfaction. This observation is corroborated by the interview results, where companies like SPART and Jumia Algeria stress the necessity of providing easy-to-use interfaces and responsive customer service to retain their clients. This aligns with Porter's emphasis on the importance of a clear and unique value proposition, which includes the unique combination of products or services that a company offers to its customers (Porter, 1980).

Secondly, continuous innovation and technological integration are major pillars of digital platform success. Steffen et al. (2023) and Cusumano et al. (2020) highlight the importance of platform architecture, which must be robust, scalable, and secure. The use of advanced technologies such as artificial intelligence (AI) and data analytics to personalize services is also crucial. The interview results confirm this trend: SPART uses AI to develop personalized training programs, while Tahwissa integrates emerging technologies to enhance its features and make data-driven decisions. Porter also emphasizes innovation and quality as critical KSFs, highlighting the development of new products, services, or processes that meet the changing needs of customers and stay ahead of competitors (Porter, 1980).

Strategic partnerships represent another key factor emphasized in both the literature and interviews. Gawer (2021) and Steffen et al. (2023) discuss the importance of partnerships in

expanding platform offerings and improving operations. This approach is illustrated by companies like Jumia Algeria and Tahwissa, which collaborate with various partners to optimize their supply chain and broaden their market reach. Porter's framework supports this by highlighting the necessity of a well-managed supply chain, which ensures the efficient and cost-effective flow of goods, services, and information from raw materials to end customers (Porter, 1980).

Service quality is also a fundamental aspect of digital platform success. The literature review highlights that maintaining high standards of quality is essential for user satisfaction (Asadullah et al. 2018). The interviews reveal that companies like SPART and Jumia Algeria place a strong emphasis on the quality of their products and services to meet customer expectations and foster loyalty. This is in line with Porter's emphasis on quality, where consistently delivering high-quality products or services that meet customer expectations is critical for success (Porter, 1980).

Furthermore, data-driven decision-making is crucial for the efficiency and adaptability of platforms. Tahwissa, for example, uses data analytics to understand user trends and behaviors, allowing them to make informed decisions and improve their services. This approach aligns with the findings of Koskinen et al. (2019) and Bonina et al. (2021), who emphasize the importance of leveraging data to optimize platform performance. This resonates with Porter's idea of effective strategic planning, which enables organizations to set clear goals and objectives, allocate resources efficiently, and make informed decisions about investments and resource allocation (Porter, 1980).

Marketing and brand building are also essential for attracting and retaining customers. Targeted marketing strategies and a strong brand presence, as adopted by Jumia Algeria and ride-sharing platforms, are critical elements of their success as also highlighted by Chalaby (2023). Porter also notes the significance of a strong organizational culture, where values, norms, and beliefs guide the behavior and decision-making of employees, fostering a sense of unity and shared purpose (Porter, 1980).

Finally, adopting diversified revenue models, such as freemium strategies, is an effective approach to attract a broad user base while generating revenue from premium features. SPART exemplifies this strategy by offering a freemium model with options to upgrade to premium subscriptions. This practice aligns with discussions in the literature on various revenue streams (Steffen et al. 2023).

In summary, the points of convergence between the academic literature and the interview results indicate that successful digital platforms combine an exceptional user experience, continuous technological innovation, strong strategic partnerships, high service quality, data-driven decision-making, effective marketing strategies, and diversified revenue models. When integrated coherently, these elements enable platforms to remain competitive and thrive in a dynamic and ever-evolving digital environment.

Conclusion:

The results and discussion chapter presents the culmination of the research efforts, showcasing the findings derived from the qualitative study on digital platform success factors. Through a detailed analysis and interpretation of the results, this chapter sheds light on the key insights, trends, and implications for companies operating in the digital sector. By engaging in a critical discussion of the results obtained, this chapter offers a nuanced understanding of the challenges and opportunities in the Algerian market, providing valuable recommendations for stakeholders and entrepreneurs looking to navigate the competitive landscape of digital platforms.

CONCLUSION

Our dissertation aimed to identify the key success factors for developing an innovative and competitive digital platform project in the Algerian market. Through a qualitative study involving semi-structured interviews with five leading companies in the digital field, we gained valuable insights into the critical elements that contribute to the success of digital platforms.

Main Obtained Results

The main findings of this research emphasize the importance of factors such as user experience, technology integration, marketing and branding, strategic partnerships, service quality, and pricing strategies are pivotal in building a successful digital platform. Specifically, companies like SPART and Jumia Algeria emphasized the importance of creating intuitive and user-friendly interfaces to enhance user engagement and satisfaction. Continuous innovation and technological integration, as demonstrated by the use of artificial intelligence and data analytics, were also found to be critical for staying competitive.

Additionally, the role of strategic partnerships in expanding platform offerings and improving operations was highlighted. High service quality and effective marketing strategies were identified as essential for attracting and retaining customers. These findings align with existing literature, reinforcing the significance of these factors in the success of digital platforms.

Limits of the Research

Despite the valuable insights gained, the research faced certain limitations. The small sample size of five companies may not fully represent the entire digital platform industry in Algeria. Additionally, some companies were hesitant to share sensitive information, which limited the depth of data obtained. These constraints suggest that the findings, while indicative, may not be entirely generalizable across all digital platforms in the region.

Possible Extensions of the Research

Future research could address these limitations by expanding the scope of the study to include a larger and more diverse sample of companies. This would provide a more comprehensive view of the digital platform landscape in Algeria. Additionally, incorporating the perspectives of platform users could offer valuable insights into user satisfaction and engagement, further enriching the understanding of what drives platform success. Comparative studies involving successful digital platforms from other regions could also provide best practices and strategies applicable to the Algerian market, enhancing the global relevance of the findings.

In conclusion, our dissertation has highlighted the multifaceted nature of building a successful digital platform. By focusing on key factors such as user experience, technological innovation, strategic partnerships, service quality, and effective marketing, companies can enhance their competitive edge in the digital marketplace. The insights gained from this research provide a solid foundation for developing strategies that can foster the growth and sustainability of digital platforms in Algeria.

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APPENDIX

**APPENDIX A: INTERVIEWS
QUESTIONS**

PART I: INTRODUCTION QUESTIONS:

- Can you provide a brief description of your company, its industry, and core activities.
- What is the mission, vision, and overall strategic goals of your company.
- How long has the company been in operation, and what is its market position.

PART II: PRINCIPAL QUESTION:

-In your opinion, what are the key success factors for an innovative and competitive platform in your industry.

If the interview needs specification:

1-User experience: Can you describe any specific strategies or techniques your company employs to enhance user experience?

2-Content/Product Quality: Do you agree that the quality of content/product is an important factor in the development of your company or the price matters more?

3-Security: How does your company approach cybersecurity and data protection for your digital platform?

4-Freemium to Premium:

a. Can you explain your company's strategy for transitioning users from freemium to premium services?

b. What incentives or features are offered to encourage users to upgrade to premium subscriptions?

c. How does your company retain premium users and minimize churn?

5-Innovation: How does your company stay ahead of competitors in terms of innovation and product development?

APPENDIX A: INTERVIEWS
ANSWERS

SPART: Spart is a sports coaching company specialized in functional training, founded with the vision of challenging and inspiring people to become the best version of themselves. And their key success factors are:

Key Success Factor	Description
Freemium to Premium	“SPART offers a freemium model with basic access to functional training programs for free, encouraging upgrades to premium subscriptions for exclusive content and personalized coaching. This strategy attracts a wide audience while generating revenue from premium memberships.” S.A; co-founder
Marketing (Ads)	“SPART employs targeted advertising campaigns across digital platforms and fitness communities to reach potential customers interested in functional training and fitness, promoting its services and engaging its target audience.” S.A; co-founder
Service Quality	“SPART delivers high-quality coaching and training programs, ensuring every aspect of the service meets or exceeds client expectations, from personalized workout plans to expert guidance from certified trainers.” S.A; co-founder
User Experience	“SPART focuses on creating a seamless and intuitive user experience across its digital platforms, making it easy for clients to access workouts, track progress, and interact with coaches.” S.A; co-founder

Innovation	“SPART leverages technology to enhance its services by digitalizing functional training programs, allowing access anytime, anywhere, and using AI to develop customized training and nutrition programs tailored to each client's preferences and goals.” S.A; co-founder
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TAHWISSA: Tahwissa is an advertising agency started on April 2, 2023 specializing in the tourism industry in Algeria. Operating primarily through a web platform and application. Tahwissa facilitates the booking of activities, accommodations, and excursions for all aspects of tourism in Algeria. And their key success factors are:

Key Success Factor	Description
User Experience	“Providing a seamless and intuitive user experience is crucial for attracting and retaining customers.” B.A; founder
Technology Integration	“Constantly adopting and integrating emerging technologies to enhance platform features and functionalities.” B.A; founder
Data-driven Decision Making	“Leveraging data analytics to gain insights into user trends and behaviors, and using this information to make informed decisions.” B.A; founder
Strategic Partnerships	“Collaborating with relevant stakeholders such as tourist establishments, travel agencies, and technology providers to expand offerings and reach new markets.” B.A; founder

Continuous Innovation	“Staying ahead of the competition by continuously innovating and improving platform features and services to meet evolving customer needs and industry trends.” B.A; founder
Marketing and Branding	“Effectively promoting the platform through targeted marketing campaigns and building a strong brand presence in the market.” B.A; founder

JUMIA ALGERIA: Jumia Algeria is a leading e-commerce platform that offers a wide range of products and services to customers across Algeria and its core activities encompass commercialization, marketing, and delivery services. And their key success factors are:

Key Success Factor	Description
Product Quality	"Jumia Algeria emphasizes offering high-quality products to its customers, ensuring that items available for purchase meet stringent standards of excellence. By partnering with reputable brands and suppliers, Jumia Algeria maintains a diverse range of quality products across various categories, including electronics, fashion, beauty, and more." M.N; head of acquisition
Assortment	"Jumia Algeria boasts a wide assortment of products, providing customers with a comprehensive selection to choose from. From electronics and appliances to fashion and groceries, Jumia Algeria curates an extensive assortment to cater to diverse customer preferences and needs, offering something for everyone."

	M.N; head of acquisition
Pricing	<p>"Jumia Algeria employs competitive pricing strategies to ensure affordability and accessibility for its customers. This includes not only competitive product pricing but also reasonable delivery fees to encourage continued purchases. By keeping delivery costs reasonable, Jumia Algeria aims to make online shopping a convenient and cost-effective option for its customers." M.N; head of acquisition</p>
Strategic Partnerships	<p>"Jumia Algeria forms strategic partnerships with various stakeholders, including suppliers, logistics companies, and payment processors, to enhance its operations and service offerings. These partnerships enable Jumia Algeria to streamline its supply chain, improve delivery efficiency, and expand its product assortment, ultimately enhancing the overall customer experience."</p> <p>M.N; head of acquisition</p>
User Experience	<p>"Jumia Algeria prioritizes delivering a seamless and intuitive user experience across its platform, ensuring that customers can easily browse, search, and purchase products online. From user-friendly interfaces to secure payment options and responsive customer support, Jumia Algeria strives to provide a positive and hassle-free shopping experience for its users." M.N; head of acquisition</p>

Marketing	<p>"Jumia Algeria employs strategic marketing initiatives to raise brand awareness, drive customer engagement, and increase sales. Through targeted advertising campaigns, promotions, and partnerships with influencers and media outlets, Jumia Algeria effectively promotes its products and services to its target audience, maximizing visibility and customer acquisition."</p> <p>M.N; head of acquisition</p>
After-Sales Service	<p>"Jumia Algeria places importance on providing excellent after-sales service to its customers, offering assistance and support post-purchase. Whether addressing inquiries, handling returns or exchanges, or resolving issues, Jumia Algeria's dedicated customer service team ensures that customers receive prompt and satisfactory assistance, enhancing overall satisfaction and loyalty." M.N; head of acquisition</p>

Company X: Ride-Sharing service company

Key Success Factor	Description
User Experience	<p>"Ensuring a seamless, intuitive, and user-friendly app interface to enhance customer satisfaction and loyalty."</p> <p>K.Y; project manager</p>
Service Quality	<p>"Implementing driver vetting programs to ensure high standards of professionalism, safety, and customer service."</p> <p>K.Y; project manager</p>

Pricing Strategy	"Offering competitive and transparent pricing, including promotions and discounts, to attract and retain customers." K.Y; project manager
Safety and Security	"Integrating robust safety features such as real-time ride tracking, driver background checks, and in-app emergency assistance to build trust and ensure passenger safety." K.Y; project manager
Operational Efficiency	"Utilizing advanced algorithms and AI to optimize route planning, reduce wait times, and improve overall operational efficiency." K.Y; project manager
Customer Support	"Providing responsive and accessible customer support to quickly address and resolve any issues or concerns, enhancing overall user satisfaction." K.Y; project manager
Payment Flexibility	"Offering multiple payment options including cash, credit/debit cards, and mobile wallets to accommodate diverse customer preferences." K.Y; project manager
Marketing and Brand Awareness	"Implementing targeted marketing campaigns to increase brand visibility and attract a broader customer base." K.Y; project manager
Technology and Innovation	"Continuously upgrading the platform with the latest technological advancements and innovative features to stay ahead of competitors and meet evolving customer needs." K.Y; project manager

Strategic Partnerships	"Forming strategic partnerships with local businesses, events, and organizations to expand reach and create additional value for users." K.Y; project manager
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Company Y: Delivery service company

Key Success Factor	Description
Timeliness and Reliability	"Ensuring that deliveries are made on time and reliably is crucial. Timeliness builds trust and reliability keeps customers returning." M.Y; project manager
User Experience	"Providing a seamless and intuitive user interface for both customers and delivery personnel is vital." M.Y; project manager
Coverage and Reach	"Expanding service areas to cover more regions and ensuring efficient delivery logistics across urban and rural areas boosts market presence and accessibility." M.Y; project manager
Cost Efficiency	"Maintaining competitive delivery pricing while ensuring operational efficiency helps attract and retain customers, making the service accessible to a broader audience." M.Y; project manager
Marketing (Ads)	"Utilizing targeted social media marketing campaigns to enhance brand visibility and attract a wider customer base." M.Y; project manager