

# Platform power

## Differentiating between platforms

PLATFORM	SERVICE	SWITCHING COST	NEW ENTRANT THREAT	SUBSTITUTES	SUPPLIER POWER	AGGREGATOR GROSS MARGIN
Spotify	Music streaming	High	Low	Apple Music	Very high	35%
Netflix	Video streaming	Medium	Medium	Hulu, linear, cable	High	35%
Lyft	Ride hailing	Low	Low	Uber	Low	40%
Uber	Ride hailing	Low	Low	Lyft	Low	50%
JustEat*	Takeaway food	Low	Medium	Yes	Low	90%
Air BnB	House sharing	Low	Medium	Booking.com	Very low	90% (est)
Booking	Hotel booking	Low	High	Expedia, Hotel Direct	Medium	90%

### Platforms that invented a service/product

Apple app store	App hosting	High	Low	Android	Low	90%
Google (core)	Search	Low	Low	Limited - Bing?	Low	87%
Facebook	Social media	High	Medium	Low (direct), High (indirect)	Low	83%

\* no delivery

Source: Schroders