

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

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Purpose - As digital attackers, Insurtechs change the insurance industry more and more. A major driver for these changes is their talent to quickly build capabilities that create direct value for their customers. For this, digital attacker build up and bundle capabilities on service platforms and constantly improve these platforms with their open and innovative culture. Traditional companies must respond adequately to these developments. In this way, they must challenge their existing product-based business logic, architecture, and culture, and develop new structures that enable rapid responsiveness and the opportunity to build up necessary capabilities. As can be observed, one possibility seems to be the development of own platforms in order to gradually transform existing organizations. The purpose of this paper is to explore and describe the impact of service platforms in the development of S-D logic fueled platform organizations.

Design/methodology/approach - This research uses a qualitative research approach that considers a particular implementation of a service platform in the transformation process of a traditional insurance company.

Findings - The contribution of this research is twofold. Firstly, it gives insights into an actual transformation process of a traditional insurance company. Within this process, the company consequently changes their mindset to an S-D logic based perspective and implements a service platform based on the Service Dominant Architecture. Secondly, this research discusses the observed changes and offers thoughts on characteristics of a platform organization.

Originality/Value - This research consist of a long time study of an S-D logic based transformation process in a traditional insurance company. By implementing the Service Dominant Architecture that offers a resource integrating and interactive service system for developing customer centric solutions, the company operationalizes an S-D logic based business logic.