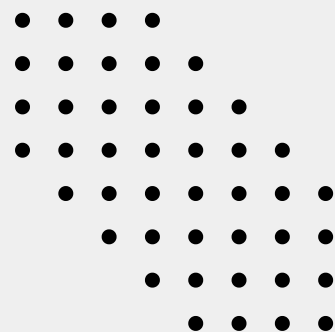


Platforms as Systems of Value

How modernising your operating model through Platform Engineering and related disciplines helps you move beyond Ops to strategic advantage

A ValueCraft Studio Position Paper
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Executive Summary

Across industries, platforms have become central to digital transformation. Yet in many organisations, they continue to be treated primarily as technology stacks — collections of tools and infrastructure managed for uptime, not outcomes.

At a time when economic uncertainty and competitive pressure demand better productivity, lower costs, and profitable growth — alongside growing regulatory expectations such as DORA, NIS2, and the forthcoming UK Cyber Security and Resilience Bill — this narrow view has become untenable.

The 2026 Gartner CIO Agenda Preview highlights that nearly two-thirds of CIOs expect significant change to their planned outcomes within the next 24 months and urges technology leaders to strengthen decision-making adaptability, reprioritisation, and scenario planning to meet value targets.

In this context, achieving resilience and adaptability is no longer about adopting the latest tools. It is about strengthening how platforms are built, managed, governed, and operated as interconnected systems of value.

Organisations that fail to evolve their platform foundations risk slower responses to change, higher operational costs, and a widening gap between technology investment and realised business value.

This position paper presents **Platforms as Systems of Value** — a lens that builds on the well-established concept of socio-technical systems and applies it specifically to how organisations design, operate, and evolve their internal platforms.

It draws inspiration from the significant contributions of Team Topologies and the Platform-as-Product movement, both of which have advanced our understanding of how platforms enable flow, reduce cognitive load, and deliver value to internal teams.

Platforms as Systems of Value builds on and complements these perspectives by widening the lens, focusing on internal platforms as value-generating systems that not only embody the principles identified by Team Topologies but also extend them, emphasising how these platforms interact with, and are shaped by, the wider enterprise ecosystem in which they operate.

The intent is not to offer an alternative view, but a connecting and contextualising one: ensuring that platform evolution, governance, and enterprise-level dependencies advance together rather than in isolation.

This perspective drills deeper into internal platforms to highlight that, in order to treat them as systems of value in practice, organisations require:

- An evolutionary approach that recognises the distinct characteristics of different platform and service types and how their paths of evolution will naturally diverge
- The connection of multiple disciplines at platform level — including but not limited to, DevOps, Supplier Relationship Management, Modern Service Management, Product Management, and People Change — into a single, adaptive operating model.
- Platform Engineering serves as the discipline that bridges internal platforms and the services they provide — turning technical capabilities into consumable, value-aligned outcomes.

In summary, achieving systemic alignment is essential for platform value to flow end-to-end and, in doing so, contribute to the organisation's wider enterprise ecosystem.

Platforms as Systems of Value & Platform Engineering

As previously mentioned, Platform Engineering on its own is not the solution but it is undoubtedly a key part of the puzzle, alongside the elements discussed earlier.

It enables the mechanisms required to deliver platform services that are underpinned by automation; secure, compliant, and fast, but, most importantly, adaptable at pace and with the technical capability to remain aligned with desired business outcomes.

Of course, this also depends on the effective connection of other disciplines and practices, as previously highlighted. Together, these ensure that technology, process, and people evolve in concert to support the value the platforms are meant to deliver.

This is especially true today, as advances in technology have made it possible to automate, orchestrate, and embed far more than ever before. AI is now amplifying this shift — a pattern already visible in emerging AI Governance Platforms, as highlighted by Gartner, where AI is being used to oversee and manage the very systems it depends on. (Top 10 Strategic Technology Trends for 2025)

To fully harness what today's technology makes possible, organisations must invest in the capabilities that enable their internal platforms to evolve and adapt.

The reality is that many internal platforms — especially shared and foundational ones — were not originally designed to evolve or adapt at the pace now required. At the same time, new platforms are often being introduced into legacy ecosystems without the conditions needed for them to succeed.

Without intentional adaptation, internal platforms risk becoming the bottlenecks to the very progress they are meant to enable.

Ultimately, the argument is simple but urgent:

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How you design and operate your platforms — and the services they provide — determines whether they become engines of value or anchors of inertia.

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Next Release - The full position paper — Platforms as Systems of Value — will be published soon, expanding on this executive summary with detailed analysis, evidence and outlined next steps. To stay informed when it's available, follow [Gielen Rojas-Lopez on LinkedIn](#) or visit valuecraftstudio.com for updates.

Thank you for your interest — and for being part of the conversation on how platforms create real organisational value!