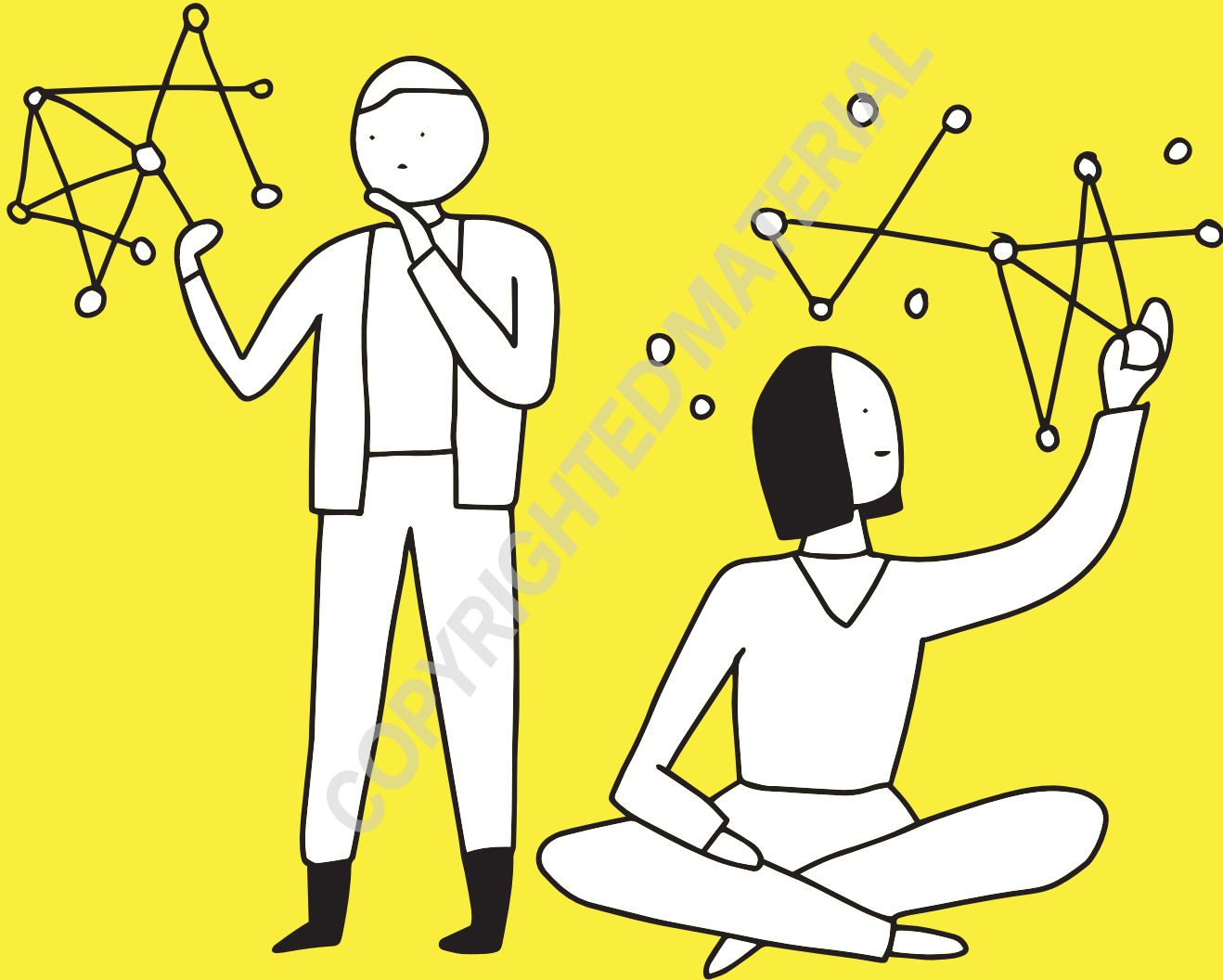
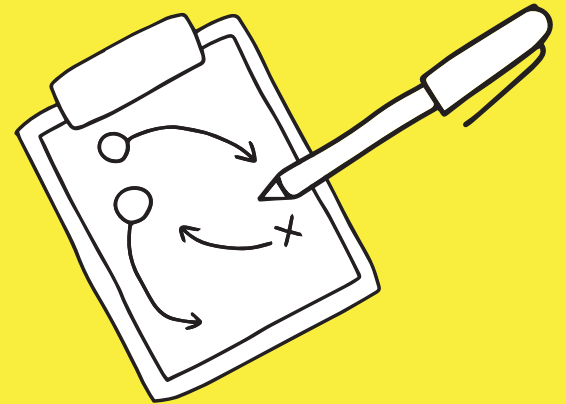


DESIGN THINKING FOR BUSINESS GROWTH AS A BASIS FOR THE DEVELOPMENT OF STRATEGIC OPTIONS



ECOSYSTEM STRATEGY



Awareness of Ecosystems as a Strategic Option

Many companies that have understood the mechanisms of a business ecosystem play focus their attention solely on the design of a unique value proposition for the customers and think about growth strategies that make it possible to break out of the traditional industry silos.

In an ecosystem play, it has never been easier for companies to penetrate fields of action outside their domain. The reasons why this is more easily doable today than in the past are obvious: Cloud computing and associated technologies make it possible to bring together a large number of interactive platforms and solve customer problems in a holistic manner. Big data analytics, artificial intelligence, and distributed ledger technologies also allow for end-to-end automation and simultaneously make custom-tailored offers to customers as part of mass customization.

In addition, a collective capability has established itself allowing for easy access to external resources and capabilities. In simple terms, traditional boundaries between the industries are in the process of disappearing, which signals a fusion of industries and ranges of offers that had previously been unrelated to one another.

As a result, services, products, and brands of formerly isolated units are combined into comprehensive business ecosystems by the actors. Many companies, including those leading in the industry, will sooner or later be confronted with this global phenomenon. They will have no choice but to find new ways to accommodate the paradigm shift described above. Otherwise they run the risk that even their core business will be disrupted by the new competitors.

The opportunities and chances of participating in or initializing a business ecosystem are usually greater than the risks. However, it takes investment, good governance structures, and a new mindset to succeed in such a growth path.

Many decision makers therefore ask themselves:

What capabilities, products, and customer interfaces does the company have and how can they be used outside the known industry boundaries and structures?

In short: Who are we, and what role can the company assume in an ecosystem play?

Thinking in ecosystems is probably uncharted territory for most decision makers. Up to now, they have focused too much on what they did in the past and not on what the customers they serve really need. The customer experience was usually limited to the function of the product.

Today offers and entire platforms merge into larger ecosystems. Digital providers of payment solutions offer car sharing; department stores open their doors to e-commerce giants; and insurance companies no longer only take care of people's financial wellness but, across industries, of their mental fitness as well. Car makers become orchestrators for car-sharing and suppliers of micromobility. All this clearly shows that actors increasingly search for market opportunities across industry boundaries to be able to meet new or changed customer needs.

Progressive market actors have realized that this entails great opportunities and growth options while at the same time requiring cooperation and collaboration to create new values for customers.

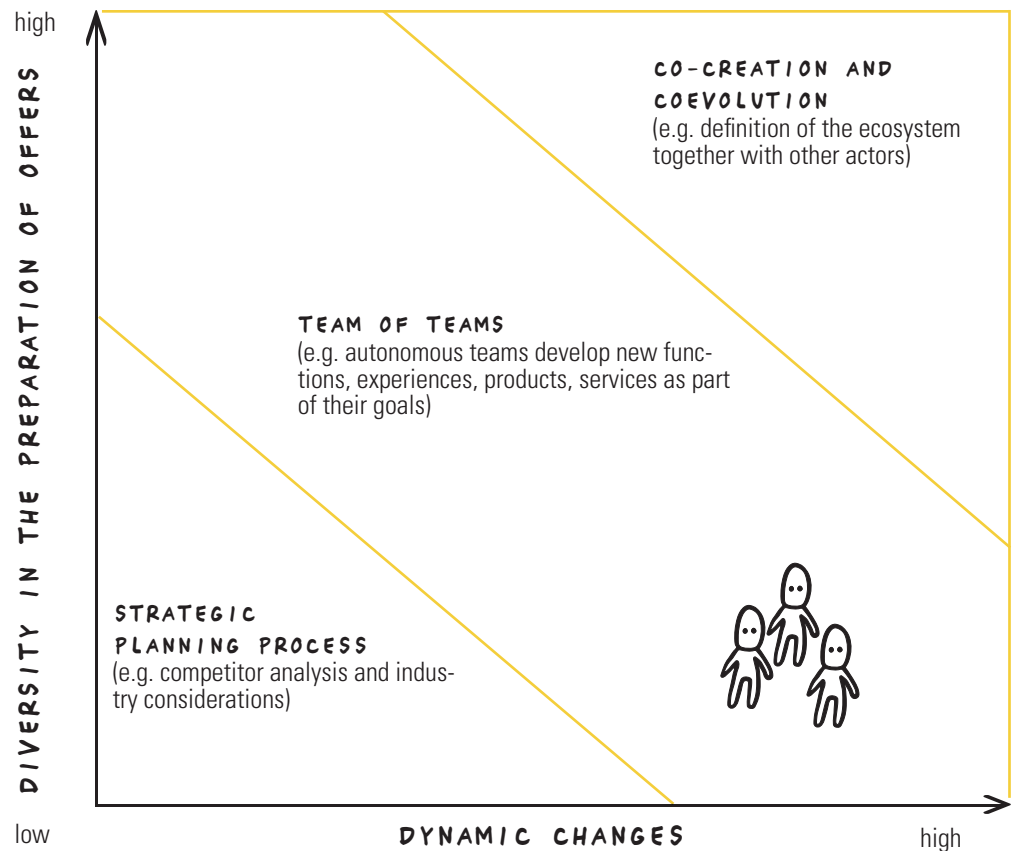
Integration of Business Ecosystem Initiatives in the Corporate Strategy

The definition of the corporate strategy has undergone various phases over the last 70 years. They range from the traditional “plan and execute” approaches all the way to influences from the “blue ocean” and “value migration” movements. What they have in common is a linear development of the strategy that is based on an ambition as well as comprehensive market and competitor analyses, from which the individual business units derive detailed implementation plans and measures. Those who apply this process and planning cycle to the definition of a business ecosystem strategy will quickly reach their limits since the speed, coevolution, and framework conditions are more dynamic. We know from experience that these factors make traditional plans superfluous.

The development of a target image for an ecosystem requires an experimental procedure that makes it possible for the value proposition to be advanced together with other actors in the ecosystem, to pursue data-driven innovation, and to adjust the value streams according to the needs of the actors. The strategy process is more like an enabler to promote co-creation, provide the necessary funds for experiments, and finally to shape the environment together with the other actors.

Initial high-resolution prototypes, emerging from iterative and agile approaches, often form the basis of a business ecosystem. Starting with a customer need, initial prototypes are developed, tested, and gradually improved through iterations. The vision prototype, for instance, aims at the imaginative power of the business ecosystem design team to realize a visionary version of a service, product, or business model before the requirements for an MVP are defined.

With traditional approaches, it is inevitable that the fields of activity for an ecosystem approach were gained from competitor analyses. However, success usually fails to materialize since the customer needs were not taken into account nor was a jointly supported value proposition worked on together with other actors in the system.



The Crucial Question Regarding a Business Ecosystem

Since each starting point in the definition of a growth strategy is different in the context of a business ecosystem, the main question should be:

“WHAT DOES THE CUSTOMER WANT?”

- **What are the deep-seated needs and wishes of the customers?**
- **Which customer problem can be solved?**
- **Which tasks does the customer want to complete?**

If the strategy work starts with the customer, there must be an in-depth understanding of the potential customers before starting to think about the business ecosystem. The design thinking mindset is very useful here because it helps to achieve, through iterations, solutions that meet the customer needs.

The final prototypes and critical items from design thinking deliver the requirements for MVPs. One or several MVPs constitute the basis for designing a business ecosystem. Depending on the problem statement, it is necessary to consider whether a first prototype should already be developed with potential partners, whether opening up to the outside is possible only upon the definition of the MVP requirements, and whether other actors should be involved even later in the project with the initial MVP for the ecosystem considerations.

In actual practice at companies, often only very select partners are involved in the first phases. The opening is mostly done after the MVP since this – due to a higher level of maturity – gives more certainty about the potential solution for decision makers and the design teams.

The iterative procedure via the “design lenses” and with the typical questions for each phase will be examined in greater depth starting on page 172.

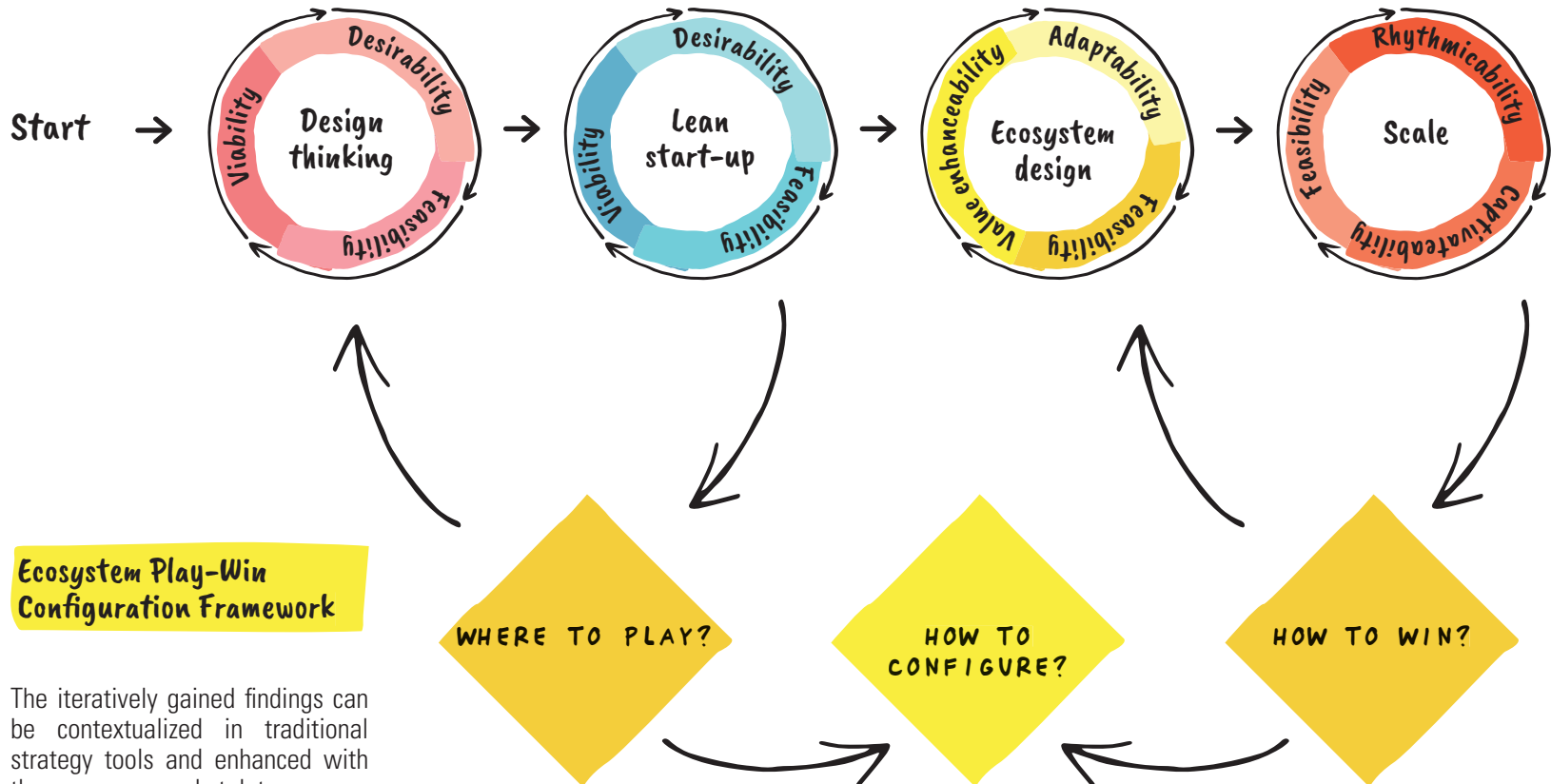
This foray on the integration in the corporate strategy makes sense since the questions that crop up when selecting strategic options are fairly typical. In addition, the **ecosystem play** option competes with other strategic options. Applying the **problem to scale and growth framework** yields the content for the **ecosystem play and win configuration framework**. The goal is combining well-known strategy tools with iterative approaches. For pros in ecosystem design, it is often enough to work with the design lenses since their goal is to design a superior system that goes beyond the familiar ideas of addressable markets.

THINK FROM THE CUSTOMERS' POINT OF VIEW



Problems to Growth and Scale Framework

New mindsets, working methods, and agile tools help – from a problem statement to the inclusion of customer requirements – to realize initial prototypes and MVPs that make it possible later, when we begin to design the ecosystem, to bring unique value propositions to life for the customers.



The iteratively gained findings can be contextualized in traditional strategy tools and enhanced with the necessary market data.

Strategy Documentation

For the ongoing documentation of the results from the design lenses and the general strategic issues, it is advisable to use the ecosystem strategy canvas, which deals with the key questions of where to play, how to configure, and how to win. The canvas helps to capture all the necessary elements, from customer needs to governance all the way to scaling activities.

A good starting point is to use the existing resources and tools for internal and external analysis. The focus here is mainly on creating *actual* analyses, roughly drawing up topics and capturing the wider context in a PESTLE (which stands for political, economic, social, technological, legal, and environmental factors) analysis in conjunction to a potential business ecosystem. Although these preliminary works are valuable, they don't replace the first design lens, namely design thinking. The research to be conducted should be seen as a complementary element; it allows for the comprehensive understanding of the problem and the situation as well as for the validation of initial assumptions that are still unclear. It doesn't do any harm to the work on strategy and design to prepare and establish the design principles as a team together with the project sponsors at an early stage. The design principles are guidelines for the team. They offer quick orientation with regard to open questions and help with decisions on the next steps. The principles can be worked out for a specific ecosystem initiative or else be defined in general terms for ecosystem projects.

The primary task of the ecosystem strategy canvas is to document the ongoing activities arising from the design lenses. Each iteration in each respective design lens brings new insights into customer needs, functions, business models, and value streams. In this way, the strategy canvas will be fleshed out and developed dynamically and in an evolutionary way. Even after realization, elements will change, so it is all the more important not to lose sight of the larger target image of the ecosystem.

Typical Activities



Preview of Suitable Methods and Tools for Strategy Documentation

Ecosystem Strategy Canvas

- Design Principles
- Initiatives/Industry Matrix
- Cooperation/Industry Matrix
- Map of Topic Areas
- Customer-Centered Analysis of Topic Areas
- PESTLE
- Ecosystem Play and Win Configuration Framework
- Ecosystem Configuration Grid

Design Thinking Canvas

Documentation of the customer needs, jobs to be done, first prototypes, MVP requirements

Lean Start-Up Canvas

Documentation of the value proposition; new skills regarding IT, data, infrastructure, AI; final design of the minimum viable products (MVPs), minimum marketable features (MMFs); backlog of products and services

Ecosystem Design Canvas

Description of the validated ecosystem vision based on minimum viable ecosystems (MVE); definition of the roles in the business ecosystem; business model of the business ecosystem and models of the respective actors

Growth and Scale Canvas

Shaping network effects and examination of new partnerships, initiatives, technologies, and strategies for the realization of exponential growth.

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Key Questions about Strategic Design



Value Proposition

- What products, services, or experiences are offered?
- Who is the target customer?
- How do customers benefit from the products, services, or experiences?
- What makes the offer unique?

HOW TO CONFIGURE?

- Which role is to be assumed in the business ecosystem?
- What capabilities are needed regarding IT, data, infrastructure, AI, and APIs?
- What are the MVPs and MMFs to be verified?
- What is the backlog of products and services?
- How is governance organized?
- What organizational setup should be chosen to set up the business ecosystem and have it grow?

PLAY

CONFIGURE

WIN

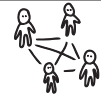
WHERE TO PLAY

- Which customer problem is solved? Which topic area is covered by the ecosystem?
- What reach (regional, national, international) does the target ecosystem have?
- What existing skills and capabilities, technologies, products, and services are used for the business ecosystem?

HOW TO WIN?

- What is the vision of the business ecosystem?
- What is the business model of the ecosystem?
- What opportunities do other actors have to implement their familiar or new business models?
- How can the system grow exponentially?
- What new skills and capabilities, technologies, products, and services are required for future growth?

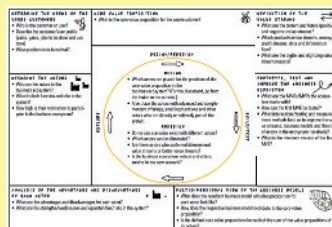
ECOSYSTEM STRATEGY CANVAS

WHERE TO PLAY?	HOW TO CONFIGURE?		HOW TO WIN?
ANALYSIS OF THE TOPIC AREA AND THE ENVIRONMENT  How can the topic area be described? What are the environmental factors that affect the topic area?	VALUE PROPOSITION  What value does the offer have for the customer? What product, service, or experience do the customers get? What can the other actors do to deliver the value proposition?		ECOSYSTEM VISION  What is the vision? How is the goal to be achieved?
CUSTOMER NEEDS CUSTOMER/PROBLEM  Where is the problem? How has it been solved up to now? Who has the need?	CAPABILITIES REGARDING IT, DATA, INFRASTRUCTURE, AI  What skills and capabilities exist? What skills need to be expanded? What skills are contributed to the business ecosystem by other actors and suppliers?	ROLES IN THE BUSINESS ECOSYSTEM  What roles are there in the system? Which actors take on what role?	BUSINESS MODEL OF THE ECOSYSTEM  MULTIDIMENSIONAL VIEW OF THE BUSINESS MODELS  How does the ecosystem make money? How do the other actors in the ecosystem make money?
CUSTOMER INTERFACE, CUSTOMER RELATIONSHIPS  Through what channels should the customers be served? (e.g. multi-channel, opti-channel) What is the relationship with the customer? (e.g. personal, digital, automated)	MINIMUM VIABLE PRODUCTS, MINIMUM MARKETABLE FEATURES, BACKLOG OF PRODUCTS AND SERVICES  Which function and experience should be dealt with first? Which products, services, and experiences complete and supplement the value proposition over time?	ORGANIZATIONAL DESIGN GOVERNANCE  How should setup, operation, and growth be embedded in the organization? How does governance take place, and who takes care of it?	GROWTH AND SCALE  How is scaling to be realized? Which new skills are needed? How is growth financed?
EXISTING PARTNERSHIPS, INITIATIVES, TECHNOLOGIES, AND STRATEGIES Which existing partnerships can be used? Which existing technologies can be used? What are known and obvious market opportunities?	EXPLOIT 	EXPLORE 	NEW PARTNERSHIPS, INITIATIVES, TECHNOLOGIES, AND STRATEGIES What new partnerships are needed? What new technologies are needed? What unknown market opportunities can be explored?

INPUTS FROM THE DESIGN LENSES



ECOSYSTEM DESIGN CANVAS

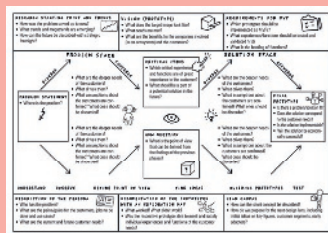


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Template download



DESIGN THINKING CANVAS

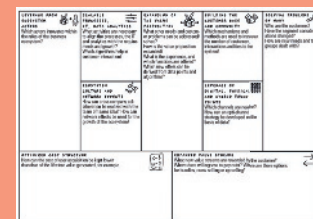


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WHERE TO PLAY?	HOW TO CONFIGURE?		HOW TO WIN?
Topic area	Value proposition		Ecosystem vision
Customer needs/ customer problem	Skills regarding IT, data, infrastructure, AI	Roles in the business ecosystem	Business model of the ecosystem
			Multidimensional view of the business models
Customer inter- face, customer relation- ships	Minimum viable products, mini- mum marketable features, backlog of products and services	Organizational design, gover- nance	Growth and scale
Existing partnerships, initiatives, technologies, and strategies		New partnerships, initiatives, technologies, and strategies	
EXPLOIT		EXPLORE	



EXPONENTIAL GROWTH AND SCALE CANVAS

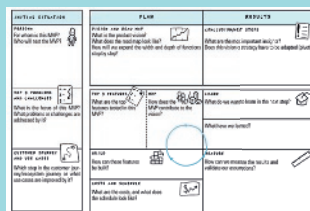


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The ecosystem strategy canvas helps to capture the results of the design lenses in the documentation of the individual strategic analyses.



LEAN START-UP MVP CANVAS



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<https://en.business-ecosystem-design.com/strategy>

Using Design Principles in the Shaping of Business Models

Design principles help business ecosystem design teams to obtain guidelines for a specific ecosystem design in the form of clear statements. Especially if the collaboration crosses company boundaries (co-creation), it makes sense to develop these principles together and accept them as a cross-company team. The principles should be developed for the particular purpose and adapted to the project. These principles are of great help in the development of strategies for cutting-edge, complex, and networked systems.

The design principles help the business ecosystem design team to:

- put a clear focus on a specific mindset or the requirements for the ecosystem or a topic area as early as at the beginning of the project.
- provide the team with a uniform understanding of the task so that everybody is on the same page.
- provide guidance so that decisions of the business ecosystem design team can be made faster.
- define general characteristics that should be treated with a higher priority.
- develop a guideline that ensures that future ecosystem projects are created on the same overarching principles.

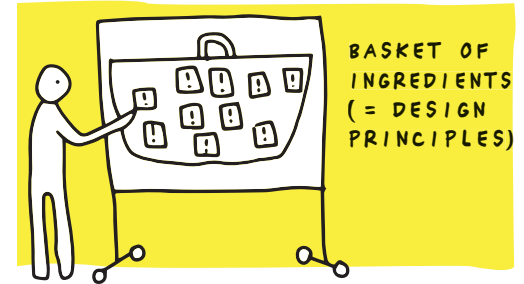
Procedure and template, design principles:

1. Invite all participants to write design principles on Post-its and put them in the “basket.”
2. As soon as the “basket” is full, sort the design principles on the pyramid, e.g. by dividing them into three groups. The sorting is done according to the rule: the higher up on the pyramid, the more project-specific the principle. General design principles for business ecosystems are located at the bottom of the pyramid.
3. Once the assignment of the design principles is completed, a vote can be conducted, e.g. with glue dots. The aim is to reduce the design principles to a maximum of three per section, i.e. a maximum of nine per pyramid.
4. It's best to put the selected and adopted design principles in a place where the business ecosystem team is often confronted with them and to which it has quick access.

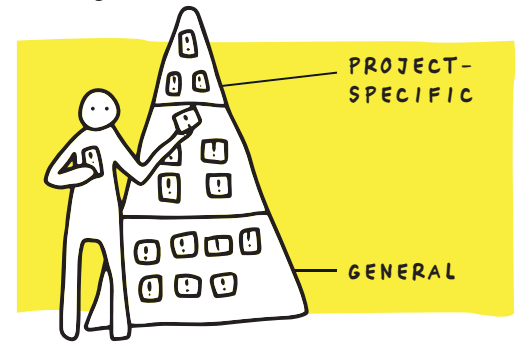
Tool



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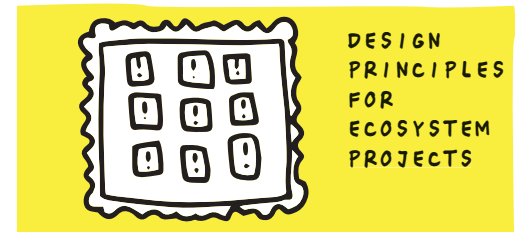


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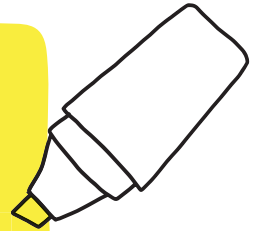
DOWNLOAD TOOL
<https://en.business-ecosystem-design.com/strategy/design-principles>

To the Point !

The focus should primarily be on the development of business ecosystems based on the relevant design lenses.

For incorporation in traditional frameworks of strategy development, it is advisable to adapt the methods and procedural models in question to the requirements of a customer-centered design thinking for business growth approach.

The combination of an iterative development of the systems and the contextualization in traditional strategy frameworks allows for communicating and evaluating business ecosystems as a strategic option.



WHERE TO PLAY?



Ecosystem: Typical Questions Related to the Company and the Environment

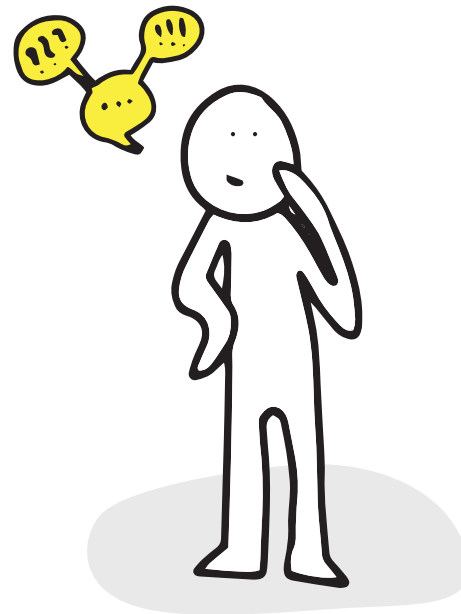
Since dealing with business ecosystems is something entirely new for many companies, an inventory of existing strategies, capabilities, and partnerships often marks the beginning of the ecosystem considerations (questions relating to one's own company and the environment). This actual inventory is indeed commendable since it helps to harmonize later target images of one or several ecosystems with existing initiatives or partnerships.

In addition, there will always be various options in terms of topic areas and the configuration of a business ecosystem. Most companies will operate in the future in different business ecosystems where they assume different roles, e.g. that of initiator, orchestrator, or participating actor. Classic strategy tools such as the PESTLE analysis or "right to play/how to win" help to contextualize the strategic options for business ecosystem projects and thus make them accessible to decision makers and management bodies.

Typical Questions Regarding One's Own Company

- What are the company's strengths and weaknesses (SWOT analysis)?
- What is the core business today?
- What skills and capabilities exist in the company?
- What is its current market role? What market role can be assumed without supplementing one's own business? What market roles are conceivable for the company in the future?
- How high is the value of customer and transaction data?
- What kind of data can the company provide and which data does the company require for a comprehensive view of customers?
- To what extent is the mindset of the decision makers open for participation in a business ecosystem?
- Do employees have the ability to think in business ecosystem structures, business models, and value streams?
- Are there any business relationships, partnerships, or shared networks with other companies that can be used? What companies are they?
- What functions, manifestations, and initiatives are in place or are being planned that can pay into a specific ecosystem topic?

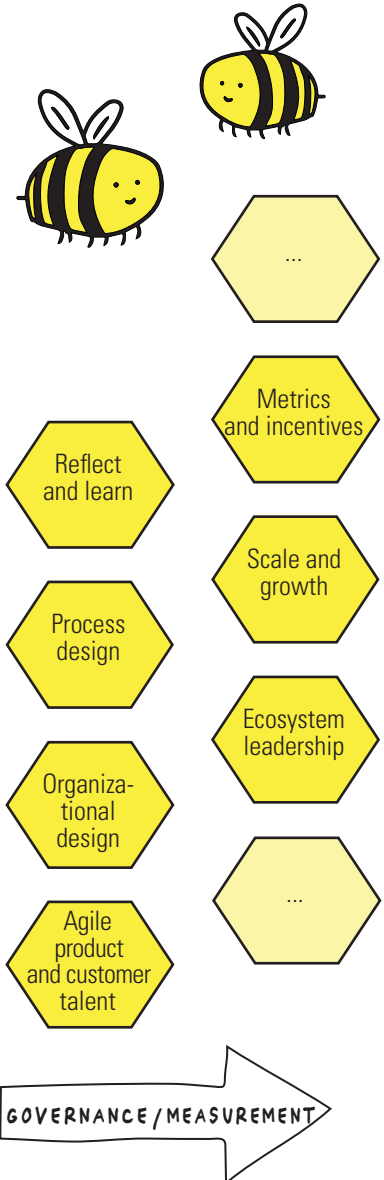
Establishing or participating in a business ecosystem is a strategic option and a vital element that will affect the business model and the future decision on technologies.



The Required Capabilities – from the Decision for an Ecosystem Play All the Way to the Realization of (Exponential) Growth

The skills and capabilities required for the shaping of a business ecosystem cover a wide range. Along with understanding customer requirements, they include the ability to realize initial prototypes together with other companies and test them in MVEs. Participation as an

actor in an ecosystem also requires the capability of thinking in business ecosystems, assuming new roles in a system, and creating the technical prerequisites for connecting with the other actors.



Initiatives/Industry Matrix

Since dealing with business ecosystems is a complex matter, it is a good thing first to make an inventory of all initiatives currently implemented and planned in the company. Thus a view of existing internal initiatives or resources can mark the starting point for ecosystem considerations. The initiatives/industry matrix helps to classify the existing activities and to reach a better understanding of the *actual* situation.

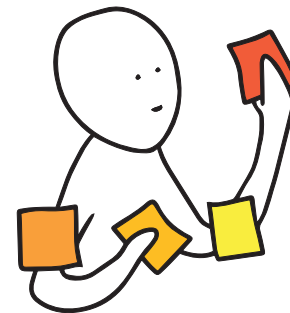
The initiatives/industry matrix aids the business ecosystem design team to:

- outline which other strategic initiatives are planned in the future;
- include in their deliberations what new products and services should be launched;
- identify which programs, products, or initiatives are being planned in individual submarkets, other regions, or countries.

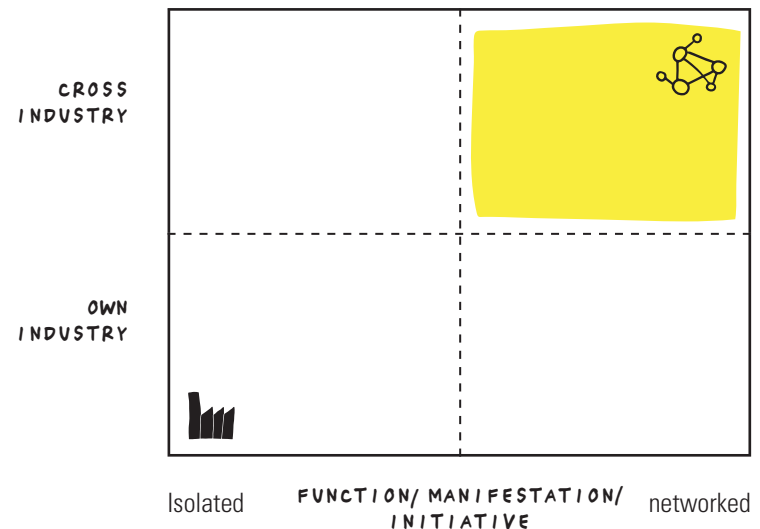
Procedure and template design principles:

1. Initially, all initiatives across the entire company can be written down by the responsible persons or, if a workshop is held, by workshop participants from the different departments.
2. Subsequently, the initiatives are placed on the matrix. The axes may vary depending on the company and its focus. The X axis is used for general labeling (function, manifestation/initiative), and the reach is divided into one's own industry or cross industry.

Initiatives that already are of a networked and cross-industry character are especially intriguing.



- FUNCTION
- MANIFESTATION
- STRATEGIC INITIATIVE



DOWNLOAD TOOL
<https://en.business-ecosystem-design.com/initiatives>

Cooperation/Industry Matrix

Another starting point often chosen is the examination of existing partnerships and cooperative projects. In many cases, the company doesn't even know where long-standing cooperation already exists that would provide quick customer access, data, or technology for the design of business ecosystems.

The cooperation/industry matrix aids the business ecosystem design team to:

- analyze which partnerships and connections with other companies are already in place;
- determine whether these connections with other companies are in the same industry, industry-related, or completely outside the sector;
- identify which capabilities and skills may already be on hand in an existing partner network;
- check whether there are suitable suppliers, for instance, among the partners and business relationships.

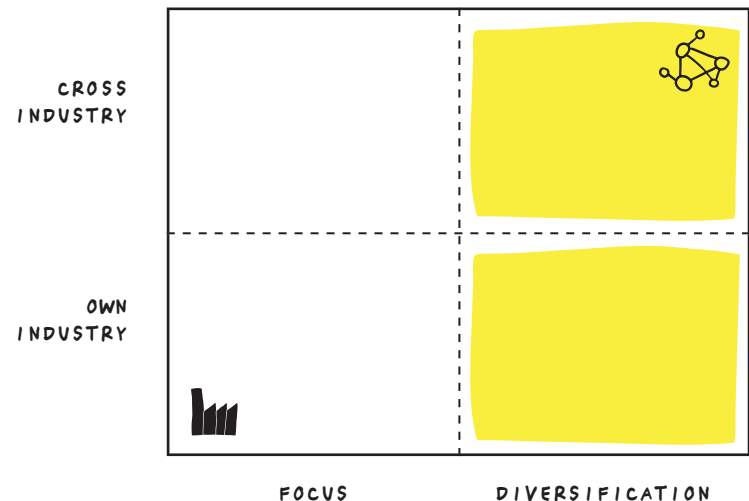
Procedure and template:

1. Initially, all cooperative projects, supplier relationships, and partnerships can be written down by the responsible persons or, if a workshop is held, by workshop participants from the different departments.
2. Subsequently, the connections to other companies are placed on the matrix. The axes may vary depending on the company and its focus. The X axis is used for general labeling (focus/diversification), and the reach is divided into one's own industry or cross industry (as in the tool presented on the previous page).

Some partnerships and cooperative projects are more used for "exploit" (left side of matrix); while others are designed to drive diversification in terms of the industry and the services to be provided.



-  PARTNERSHIP
-  COOPERATION
-  SUPPLIER



DOWNLOAD TOOL

<https://en.business-ecosystem-design.com/cooperations>

Ecosystem: Typical Questions Related to the Company and the Environment

Many questions about the company environment are usually raised and assessed as part of the ongoing definition of the corporate strategy. Since conventional strategy exercises are usually rigid and only geared to consider the familiar dimensions of one's own sector, it is recommended to use all of the findings from the design lenses systematically for strategy development. In this way, considerations that are limited to corporate alliances or individual corporate acquisitions for goal attainment can be avoided.

For the use of tools such as the PESTLE analysis, it would be wise to adapt the questions to the requirements of business ecosystems. In general, com-

panies have various options to position themselves in emerging ecosystems. However, there is a risk that they fall right back into the old ways of constantly striving for negotiating power. The customer needs, existing capabilities, and the appetite for new disruptive business models must take center stage. When conceiving an ecosystem, existing fences separating regions and countries should be discarded since many digital services and experiences do not have such artificial boundaries.

Typical Questions Regarding the Environment

- Which business ecosystems emerge locally and which globally?
- How do individual industries develop, and where does new value creation occur in cross-industry structures?
- What do other industries do in terms of business ecosystems, and how can the services, products, or data provided by the company create added value in the respective system?
- How large is one's own industry/sector in the respective ecosystems, and how high is the penetration rate of the integrated network economy?
- How large is the growth potential in the individual systems?
- To what extent have local and international competitors themselves begun to initialize or participate in business ecosystems?

Establishing or participating in a business ecosystem is a strategic option and a vital element that will affect the business model and future technology decisions.



Map of Topic Areas

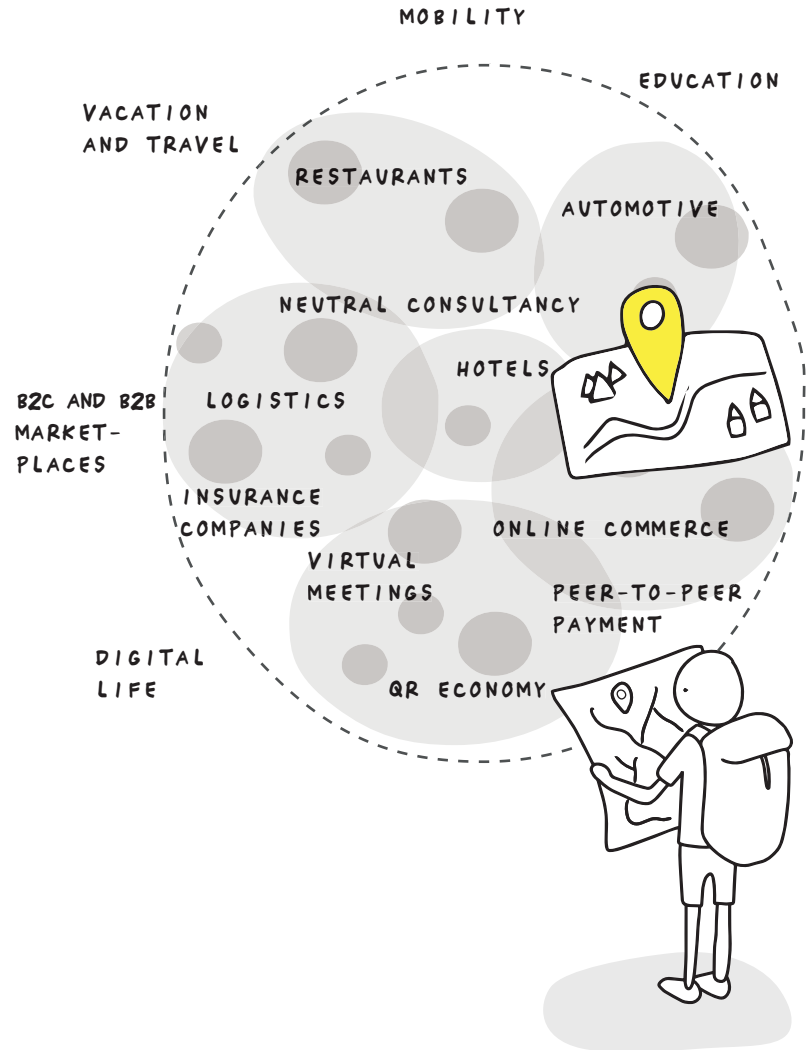
A map with the different topic areas of business ecosystems can be used to show the ecosystems in a particular region, including the firms participating in it, or to make an inventory to find out who acts as initiator or orchestrator. Such maps with topic fields, including a reference to the respective actors, also help at a later time with the discussion of different options of ecosystems. Usually, the maps are used to represent the individual industries, capabilities, and ecosystem spheres in relation to the customer needs. When using this visualization tool, the dimensions should always be adapted to the objective and the strategic considerations of the ecosystem since otherwise, maps become confusing quite quickly.

The topic areas map helps the business ecosystem design team to:

- visualize the current situation of a business ecosystem in one topic of specific initiators or competitors;
- explore the relationships and respective participation of actors in one or more business ecosystems;
- outline and discuss a planned value proposition through different dimensions and potential actors.

Procedure and template design principles:

1. You can start with those companies that appear as the initiators of such systems and represent their activities, topics, and connections to other actors.
2. Another variation is to look at what capabilities and skills are needed for a particular topic area, which are then plotted on the map. The exploration of the customer needs or carrying out a (re)design of a business ecosystem yield more inputs for the map.



Classification of Different Ecosystem Options into Topic Fields



Administration												
Automotive												
Banking												
Construction/architecture												
Consulting												
Education												
Chemical												
IT/digital platforms												
Energy												
Insurance												
Research												
Health care/pharmaceutical												
Real estate												
Industry												
Art/culture												
Mechanical engineering												
Media												
Agriculture												
Law												
Tax consultancy												
Telecommunications												
Tourism/catering												
Transport/traffic/logistics												
	Administration	Education	Wealth and security	Health	Housing	Vacation and travel	Adventure/experience	Marketplace	Payment/transactions	Digital life	Sustainable life	...



- INITIATOR
- ORCHESTRATOR
- STRATEGIC INITIATIVE



DOWNLOAD TOOL
<https://en.business-ecosystem-design.com/topic-area>

Customer-Centered Analysis of Topic Areas

If a good overview of existing ecosystem initiatives is already available, once it has been recognized that the customers with their new or changed needs are essential, the topic field exploration can begin with a what-if question. The greatest market opportunity is to design and implement an ecosystem that is geared to the capabilities of one's own company, to co-creation, and the needs of a large number of potential customers and

users. Possible starting points for exploration range from basic needs such as energy, food, and water all the way to more complex needs such as belonging to a community or exploiting one's own potential to the fullest. What if such experiences, functions, or products were made possible by a combination of actors and skills? What systems would emerge?



The topic areas map aids the business ecosystem design team to:

- outline new topics roughly starting from the basic needs;
- leave existing industry boundaries behind;
- start the creative process with an initial round of ideation;
- think in holistic solutions instead of concentrating on individual functions, products, or services;
- create new topic areas that so far have not been identified by pure analysis of existing ecosystems.

Procedure-Inclusive What-If Questions

Step 1: What are the current needs?

The first question is: "What are the current needs?" It examines the status quo, the current reality. The "What if..." question should be based on a solid assessment and empathetic understanding of what is happening today before beginning to explore potential topic areas.

Step 2: What if?

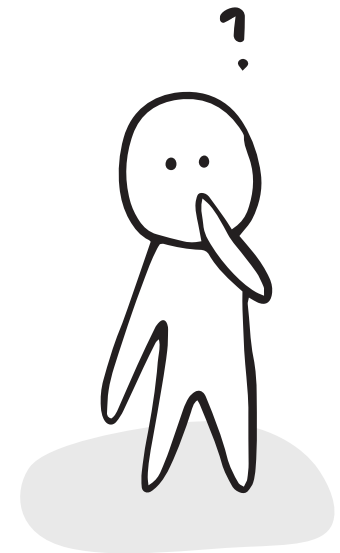
The question "What if?" automatically generates ideas. It leads directly to potential topic fields for business ecosystems. This questioning technique helps to think consciously outside the box.

Step 3: Where might a "Wow!" be created for the customer?

Based on first ideas for topics, corresponding assumptions can be made that are later reviewed over the course of design thinking.

Step 4: What works?

The last question is usually answered in an iterative process through design lenses # 1–3 and is validated by customer feedback.





WHAT IF OUR POTENTIAL CUSTOMERS...



PESTLE with Questions for Ecosystems

Tool



The result of a PESTLE analysis is often used as input for other business management tools such as SWOT analysis, SOAR analysis, risk assessment for the design of business models, or as we do in this book, as the basis for the contextualization of a business ecosystem strategy.

This framework has many variations that examine different combinations of external factors specific to particular industries. For example: PEST, STEEPLE, STEER, and STEEP. An adapted standard PESTLE analysis was used as the foundation for general business ecosystem considerations.

POLITICS

Political or politically motivated factors that might affect the project.

For example:

Government policies, political stability or instability, bureaucracy, corruption, foreign trade policies, tax policies, trade restrictions, labor law, environmental law, copyright and consumer law, fair-competition regulation, subsidies, and funding initiatives.

Typical questions:

- Which government policies or political groups might be beneficial or harmful to the success of the ecosystem?
- Is the political environment stable or likely to change?

ECONOMIC

Macroeconomic forces that might affect the project.

For example:

Economic trends, growth rates, industry growth, seasonal factors, taxation, inflation, interest rates, international exchange rates, international trade, labor costs, consumers disposable income, unemployment rate, availability of loans, monetary policy, raw material costs.

Typical questions:

- Which economic factors will affect our further courses of action?
- Is the ecosystem affected by the current economic performance?
- How do changes in similar industries or ecosystems affect prices, revenues, and costs?

SOCIAL

Social aspects, attitudes, and trends that affect your business or the business ecosystem and your target market.

For example:

Attitudes and shared beliefs about a number of factors such as health, work, leisure time, money, customer service, imports, religion, cultural taboos, environment, population growth and demography, family size/structure, immigration/emigration, lifestyle trends.

Typical questions:

- In what way do the consumers' values and beliefs affect their purchasing behavior?
- Do human behavior or cultural trends play a role for the business ecosystem?
- How do customer needs change?

The PESTLE analysis aids the business ecosystem team:

- to understand the market and business position of the company's own actors better; to plan strategically and conduct market research.
- to find a topic area or an ecosystem strategy and ways to design the ecosystem.
- to get an overview of external influences that might affect an ecosystem initiative.
- to make more certain and informed decisions.
- to map a decision-making document for management bodies.

Procedure and template

- For each dimension, the typical questions in relation to politics, economics, in social, technological, legal and environmental terms will be addressed.
- The answers help explore any risks and opportunities in an early project phase.
- The results of the PESTLE analysis should be made available to all teams involved in the design of the ecosystem and in the definition of the ecosystem strategy.

TECHNOLOGICAL

Technology that has an influence on how products and services are made, sold, scaled, and communicated.

For example:

Technology and communication infrastructure, access of consumers to technology, emerging technologies, automation, laws addressing technology, research and innovation, intellectual property regulation, technology, and development of competitors.

Typical questions:

- What innovations and technological advances are available or will be available in the future?
- How might they affect the design, governance, and scaling of the ecosystem?

LEGAL

Current and future legal and regulatory requirements that affect the ecosystem.

For example:

Laws in the fields of consumer protection, work, health and safety, antitrust, intellectual property, data protection, tax and discrimination; international and national trade regulations and restrictions, advertising directives, product labeling and safety standards.

Typical questions:

- What regulations and laws apply to the desired value proposition and new business models (e.g. in terms of data)?
- Do they help or hinder the project?
- Are the laws and regulations understood in all the dimensions in which the business ecosystem will operate?

ENVIRONMENTAL

Environmental influences that affect the ecosystem, the services provided, the environment, and the natural resources used.

For example:

Weather, climate change, carbon footprint, environmental requirements, environmental laws and goals, recycling and waste disposal policies, endangered species, support for renewable energy.

Typical questions:

- How does the physical environment affect the ecosystem and vice versa?
- What are the ramifications of the climate, weather, or geographical location?



DOWNLOAD TOOL

<https://en.business-ecosystem-design.com/pestle>

Environmental Analysis 2.0

When using tools from traditional methods of strategic analysis, a new way of thinking is required and an adapted model must be used.

In particular, the relationship between a company and its environment is different since business ecosystems can be shaped. The variety of services is likewise not limited to elements customary in the industry. Business ecosystems are more open, diverse, and multidimensional than the known environmental analyses, industry analyses, and competition analyses.

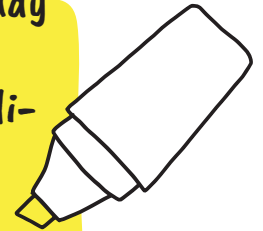
THINK OUTSIDE
YOUR OWN
INDUSTRY

APPLY
ECOSYSTEMS
THINKING

DIMENSION	TRADITIONAL APPROACH TO THE ANALYSIS OF ENVIRONMENTAL FACTORS	MODEL FOR THE ANALYSIS OF ENVIRONMENTAL FACTORS ADAPTED TO ECOSYSTEM DESIGN
ROLE OF THE THE ENVIRONMENT ANALYSIS	analysis as the basis for strategic decisions	basis for design principles for the realization of new value propositions and value streams
NATURE OF THE THE ENVIRONMENT ANALYSIS	given	carried out as part of the exploration in different design lenses (e.g. minimum viable ecosystem)
RELATIONSHIP BETWEEN COMPANY, ECOSYSTEM, AND ENVIRONMENT	the company searches for suitable adaptations to environmental factors	an initiator/orchestrator chooses or shapes the environment that matters most in the end: the business ecosystem
KEY ELEMENT FOR STRUCTURING THE ANALYSIS	sector/industry view	ecosystem thinking
DIVERSITY OF SERVICE DELIVERY	industry-focused	together with other actors, regardless of whether they belong to the same industry

To the Point!

Basic ACTUAL analyses of one's own capabilities, of ecosystems already existing and of other companies with their initiatives and existing partnerships help understand the environment and in-house capabilities better.



In particular, the relationship between a company and its environment is different since business ecosystems can be shaped and the environment does not have to be accepted as given.

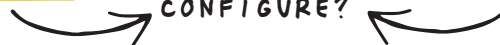
The pure analysis, without the iterative exploration of customer needs, tactics, and strategies, will not lead to success.

For a well-configured ecosystem, both dimensions are needed as well as a clear statement as to where the playing field is and how it is to be played to be successful.

WHERE TO PLAY?

HOW TO
CONFIGURE?

HOW TO WIN?



HOW TO WIN AND CONFIGURE?



Big Playing Field for Business Ecosystems

Corporate reality today shows that normally both are used in business ecosystem initiatives, i.e. a mixture of EXPLOIT and EXPLORE. This means that companies rely on existing skills and capabilities as well as on activities concerning the core business and existing business models. These are the things they can bring to an ecosystem as participating actors. New revenue streams can be realized this way or a larger market area addressed. Finally, it is helpful for companies to place their competitiveness on a broader basis and to leverage existing business models. Usually, such considerations result in the initialization of ecosystems only for linear growth, though, due to the fact that it's not the ecosystem and the multipliers and other actors that take center stage but the transfer of one's business model to a business ecosystem.

As an alternative, companies can create new systems that are of an exploratory nature due to a unique value proposition and new configurations of business models, including those of the partners. Configured correctly, these ecosystems have the potential to become a successful "black ocean" strategy. The superiority arises from the design of the business model, for example, that makes participation attractive to all desired actors. The basic business model and the attractiveness of all business models that are used by the actors in the system surpass the familiar differentiations according to price, technology, customer access, or the leverage of a brand known in the market. Such ecosystems usually emerge as a "greenfield approach," far removed from traditional corporate structures and mindsets. For companies that use EXPLORE to initialize a new business ecosystem, prospects for exponential growth are good since it is the ecosystem that is decisive for the outcome, not the established products, services, and business models. The experience gained from various initiatives helps to document the moves that worked particularly well in a playbook for business growth. They can be correspondingly repeated if they work well and fit the new situation. If it doesn't work, improvise! The failure of past moves fuels the alternation of planned moves and improvisation. The pattern can be applied to business ecosystem design.

There are countless ways to contribute existing capabilities to an ecosystem, to scale and monetize radically different value propositions in a redesigned business ecosystem.

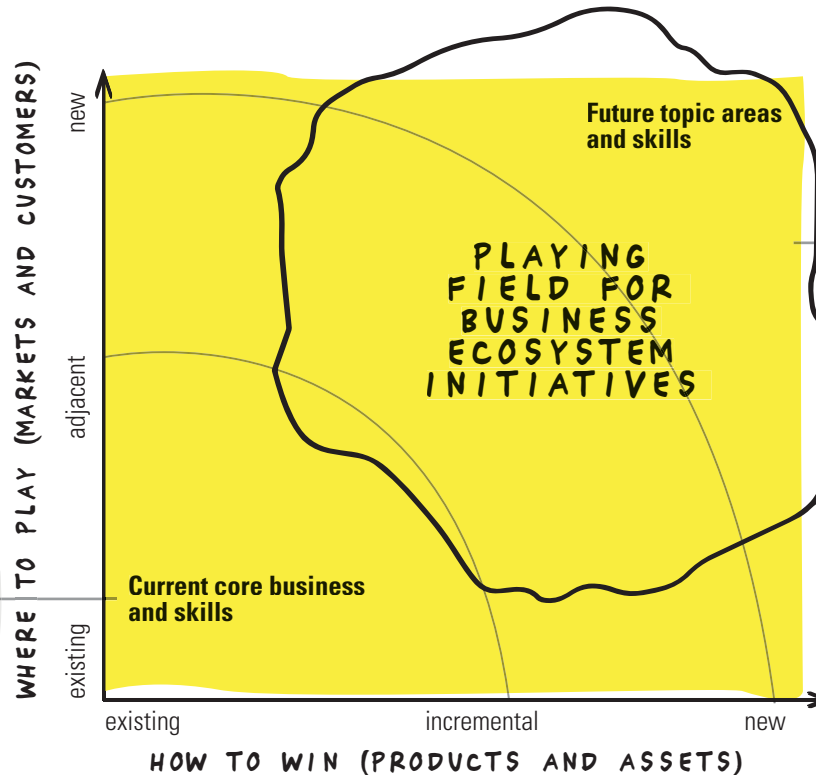


Where to Play / How to Win Matrix

EXPLOIT

KNOWN AND OBVIOUS MARKET OPPORTUNITIES...
that can be planned and tackled

- Use of known capabilities and skills
- Concerned about security
- Predictable



EXPLORE

AS YET UNKNOWN MARKET OPPORTUNITIES...
that are either explored due to customer needs or must be developed with other actors

- Design of new ecosystems
- Opportunity for exponential growth
- Risky



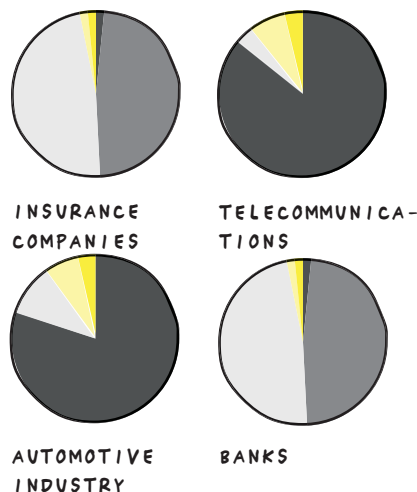
Companies that bank on EXPLOIT and stick to their existing focus have a hard time generating exponential growth. Their growth through an ecosystem will be increased by a factor of 2 at the most. Traditional companies often have a very high proportion of tangible and human capital. Both don't allow for achieving greater margins and exploiting new growth opportunities. By contrast, companies, that have understood the importance of ecosystem capital, consisting of the interaction of all actors in the system, and generating win-win situations through a multidimensional view of the business models have corresponding opportunities to realize exponential growth. The research of Staeritz and Torrance (2020) found that their return on investment is usually above 20%, with margins of over 40% and a price-sales ratio of 10x. Traditional sectors, with the exception of industries with a large share of intellectual capital (e.g. biotech, software providers), are far below these figures. Banks, for instance, usually have a return on capital

of 1.5%, margins of 7–8%, and a price-sales ratio of 1.5x. The situation is similar for insurance companies. Traditional retailing must be satisfied with margins of 5–6 %, a return on investment of less than 3%, and a price-sales ratio of 1x.

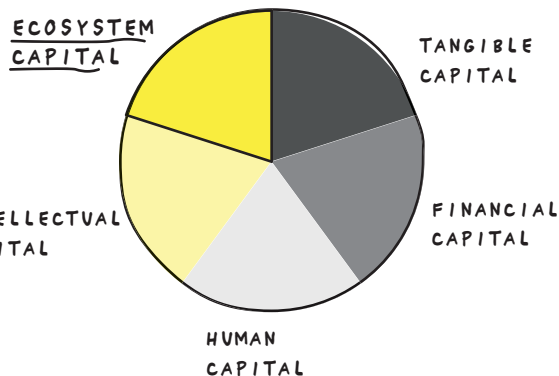
Ecosystem players such as Amazon make increasing use of the ecosystem capital lever as a supplement to the existing mix of business models. Companies such as Ping An (originally a conventional insurance company) have managed to evolve into an ecosystem orchestrator in 10 years. Many of the currently successful ecosystem actors pursue a balanced portfolio of EXPLORE and EXPLOIT. Steady evolution and the expansion of intellectual and ecosystem capital can be observed here, as demonstrated impressively by Ping An's growth chart. See the example on page 307.

Configuration of Traditional Enterprises vs. Ecosystem Orchestrators (Capital/Business Model)

High proportion of human capital, tangible capital, and financial capital



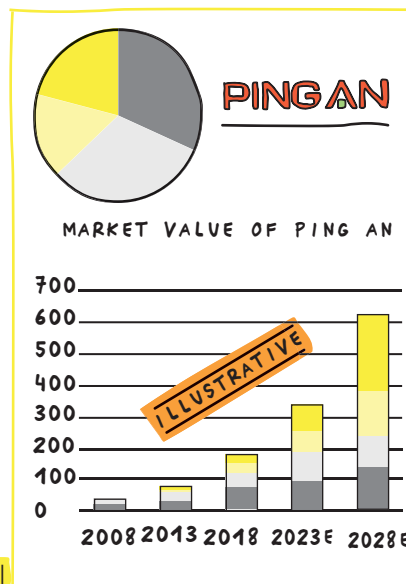
Ecosystem capital as a growth lever



KEY:

Tangible capital | Financial capital | Human capital | Intellectual capital | Ecosystem capital

Example



S-Shaped Developments: Possible Evolutions in an Ecosystem Play

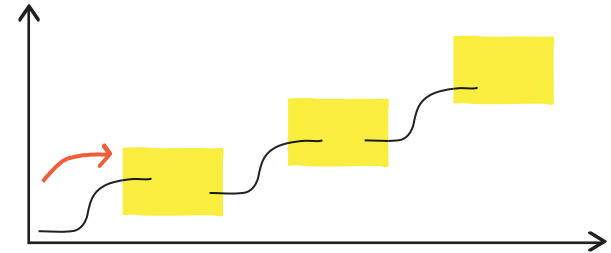
There is no established or standardized pattern for the classification of business ecosystem strategies. From the drafting and observing of various initiatives, some patterns could be derived that can be presented in selected dimensions. Based on this, some strategic manifestations can be typified, for example: **“engaged participant”, “focused challenger”** or **“life cycle approach.”** These variations will be described in detail on page 142 et seq.

It is also intriguing to reflect on where companies currently stand and how their S-shaped development toward being an actor, integrator, or orchestrator of ecosystems is going. Many enterprises are currently still busy coping with the digital transformation, although there has been an acceleration of this ambition in recent years. As part of this transformation, companies have already launched various measures to improve customer interfaces, use big data analytics gainfully, and to intensify collaboration with technology start-ups. This provides a good basis for establishing the company in digital marketplaces via APIs or integrating more comprehensive data about customers (including from external providers).

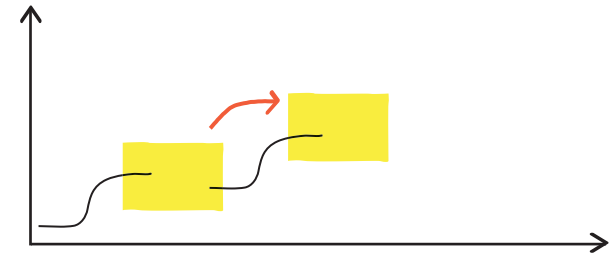
Collaboration with technology start-ups is perceived as a field for experimentation and learning. Frequently, the following step opens up a role as solution integrator/bundler in a life cycle approach. The focus here is on the aggregation or integration of services from company partners, which usually takes the form of providing a digital marketplace/platform for the respective range of offers. Increasingly, companies rely on the EXPLOIT approach. Starting from there, companies are venturing into completely new ecosystem initiatives. The advantage of such a greenfield approach is that work is usually done consistently on a new value proposition, while existing business models, products, and services remain in the background.

As an alternative, enterprises take a direct path to being an initiator or orchestrator of a business ecosystem. Normally, such a radical step is only taken by companies and business leaders who have mentally performed and internalized all mindshifts.

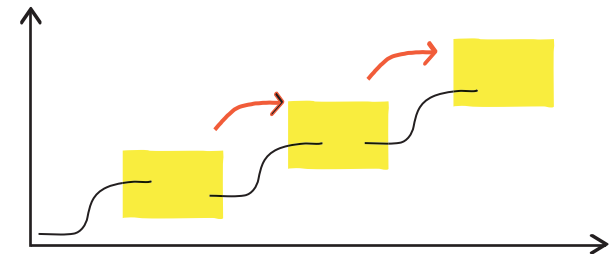
FOCUS:
**DIGITAL
TOUCH POINTS**



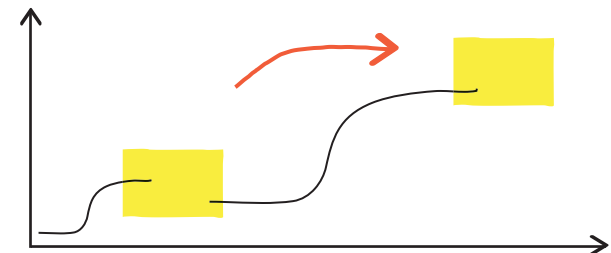
**INTEGRATOR
BUNDLER**



**ECOSYSTEM
EVOLUTION**



**GREENFIELD
ECOSYSTEMS**



CUSTOMER-CENTERED
OPEN
ECOSYSTEMS

COMPANY-CENTERED
CLOSED
ECOSYSTEMS

TRADITIONAL COMPANIES
WITH A STRATEGIC FOCUS ON
DIGITAL TRANSFORMATION AND
DIGITAL CHANNEL EXPANSION

LOW

ECOSYSTEM PLAYER WITH
A STRATEGIC FOCUS ON
THE ROLE OF SOLUTION
INTEGRATOR BUNDLER IN
A LIFE CYCLE APPROACH

MEDIUM

ECOSYSTEM PLAYER, E.G.
WITH A STRATEGIC FOCUS ON
THE ROLE OF INITIATOR AND
ORCHESTRATOR, BASED ON THE
GREENFIELD APPROACH WITH
NEW TECHNOLOGY

HIGH

COMPLEXITY AND ACCESS TO NEW VALUE STREAMS

- Focus on improving digital customer interfaces
- First initiatives in the area of big data analytics
- Sponsoring and interaction with innovation ecosystems (e.g. start-up initiatives)

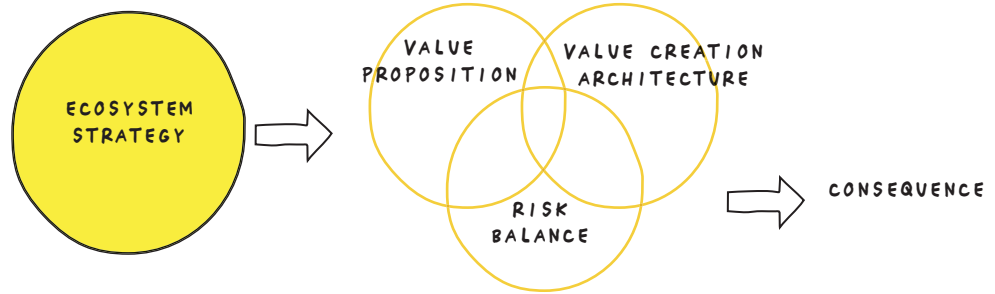
- Focus on the aggregation or integration of the services provided by business partners
- Provision of a digital marketplace/platform for the offering
- Use of new business models with new direct and indirect value streams

- Active role as a business ecosystem orchestrator
- Use of state-of-the-art information technology
- Definition of multiple value streams and business model options
- Data-driven service and product development with further options of monetizing data

Example



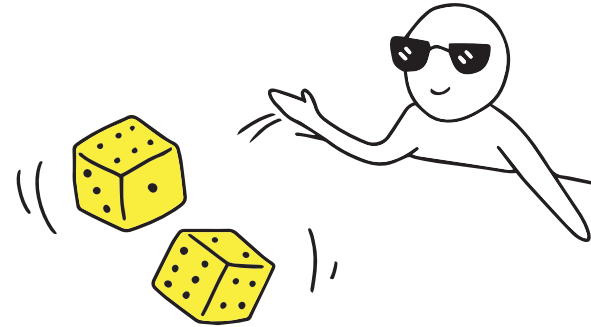
Opening up and taking a path toward the various ecosystem roles will affect the respective business model, with all the consequences associated with it. Again, there exist many possibilities and manifestations, which can differ greatly depending on the business ecosystem. Consequences with regard to resources, skills, organization, and value proposition are shown in the table.



SELECTION OF...	EXAMPLES	POSSIBLE CONSEQUENCES
CUSTOMER INTERACTIONS	• Addressing new customer groups/segments • Use the means of price discrimination • Type of customer interaction via physical, multidimensional, or 100% digital channels	• Intensity of competition • Types of customer segments • Number of touch points, user experience design
CUSTOMER INTERFACES, CUSTOMER RELATIONSHIPS	• Definition of the width and depth of the offers per segment • Decentralized, hub-and-spoke, or point-to-point support and customer relations	• Automation possibilities • Know-how of experts • Physical and digital presence
CAPABILITIES IN TERMS OF IT, DATA, INFRASTRUCTURE, AI	• Use of resources of low strategic importance • Development of in-house technology	• Availability of resources on the labor market • No need for partners in technology development
ROLES IN THE BUSINESS ECOSYSTEM	• Function as initiator • Role of orchestrator • Participating actor with specific or general tasks	• Amount of pre-investment for prototypes and MVPs • Degree of responsibility for growth • Degree of opening, adaptation, and provision of skills
PRODUCT AND SERVICE PORTFOLIO ELEMENTS	• Full service with a wide and deep range of offers • Specific offerings or amplification of existing offers	• Number of different actors in the system • Complexity of orchestration • Satisfying individual or a variety of customer needs
FEATURES OF ORGANIZATIONAL DESIGN	• Interaction/co-creation with new actors • Direct marketing/bundling	• Bargaining power of the stakeholders • No need for distributors
COMPETITIVE STRATEGIES (OCEAN)	• Continuation of a red ocean strategy • Strong differentiation via blue ocean strategy • Realization of a black ocean strategy with a unique value proposition	• Degree of differentiation • Opportunities for growth • Radicalness of current and future innovations

Contextualization of Strategic Options in the “Ecosystem Play and Win Configuration Framework”

As described above, questions and so-called choice cascades from strategy work can be used as a basis to contextualize options, thus making the evaluation of different fields of action in terms of ecosystems more accessible to decision makers and decision-making bodies. A well-known tool is the strategy methodology of “playing to win” by AG Lafley and Roger Martin, which can be used for such a purpose. The framework is based on a number of questions that are interrelated and can be adapted to ecosystem initiatives as shown here in the example.



The strategy consists of a coordinated and integrated approach of various options:

A winning aspiration:

The purpose of the ecosystem, the motivating aspiration of all actors, is to be successful.

Where to play:

A topic area where the goal can be achieved.

How to win:

The manner in which you can win in the chosen topic area.

Core capabilities:

The capabilities and expertise required for achieving the chosen target image.

Management systems:

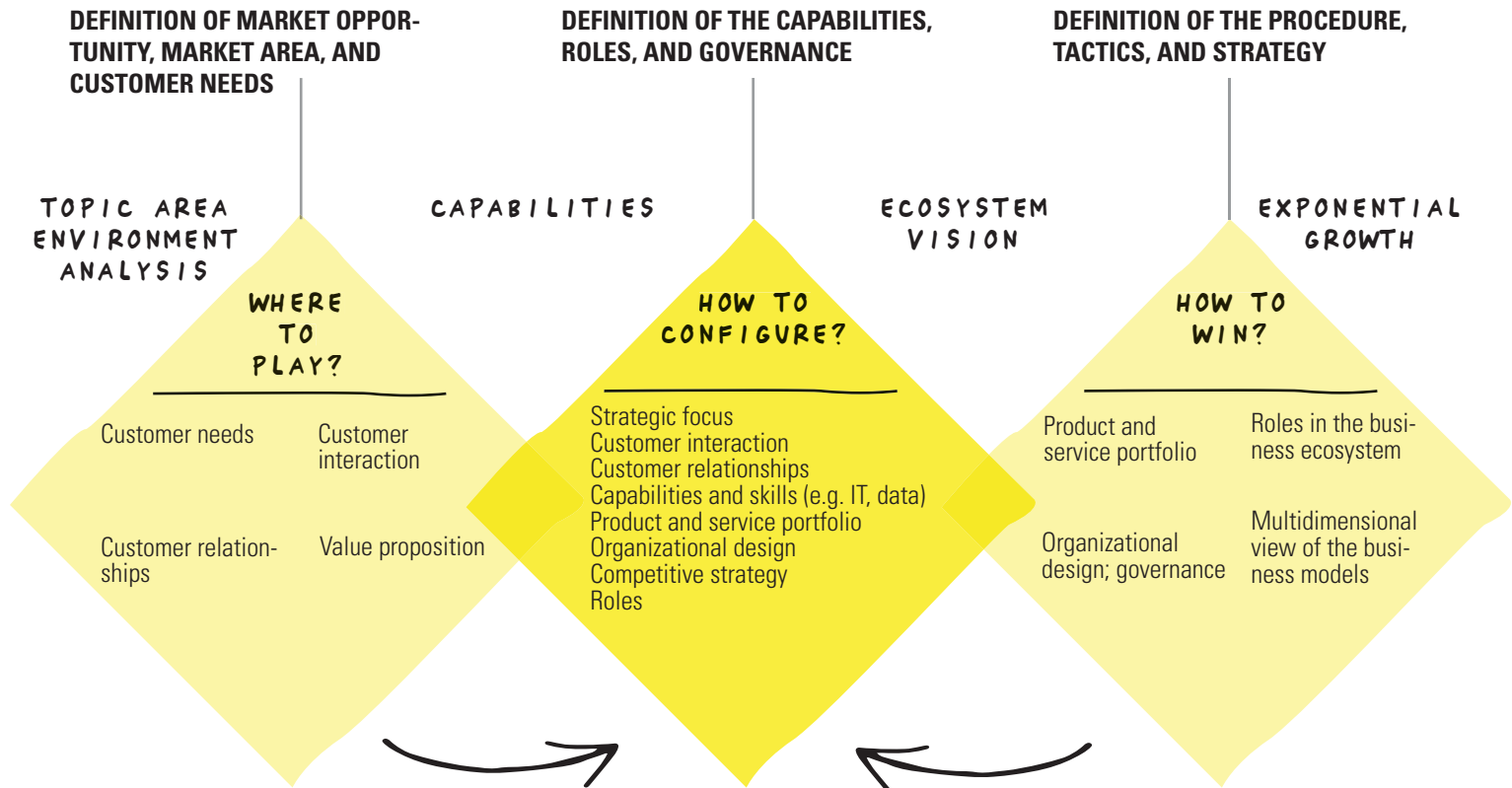
Governance that makes it possible to expand existing capabilities, build up new capabilities, and achieve the prioritized target image.

How to configure:

Enhancing the understanding of roles in the ecosystem, including the shaping of customer interactions and offers.

ECOSYSTEM PLAY AND WIN CONFIGURATION FRAMEWORK

Tool



EXPLOIT Existing partnerships, initiatives, technologies, and strategies

New partnerships, initiatives, technologies, and strategies **EXPLORE**

Ecosystem Configuration Grid

From “Where to Play” to “How to Win and Configure”

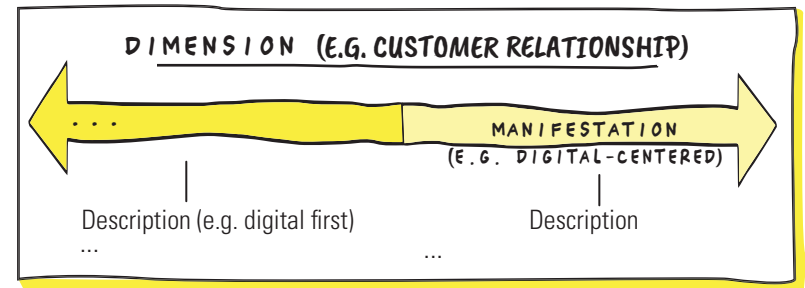
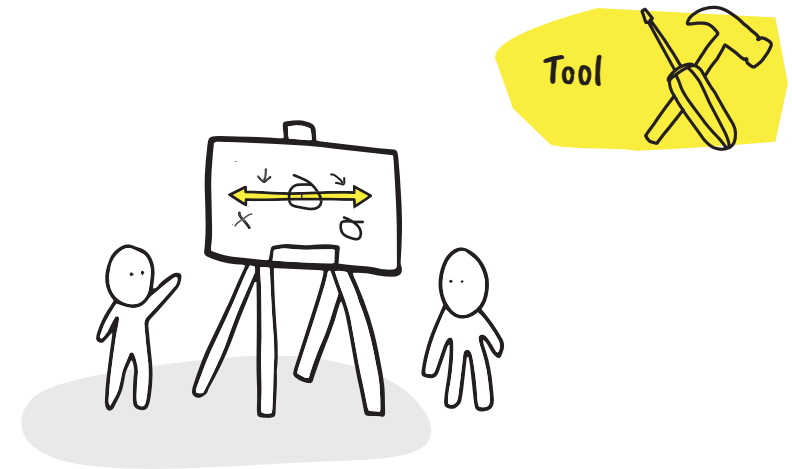
The specific dimensions for “how to configure” should be developed individually for each ecosystem. The manifestations presented on the following pages are of an illustrative and exemplary nature. Configurations of business ecosystems from a company’s point of view – according to the aforementioned criteria – are shown on pages 142–145.

The ecosystem configuration grid map aids the business ecosystem design team to:

- carry out the critical configurations for the business ecosystem;
- develop a configuration that matches the initiative and role (e.g. initiator or active participant);
- address the elements critical to success, from strategic focus to customer interaction all the way to organizational design;
- describe configuration elements accurately to reach clarity on the intention and goal attainment.

Procedure and template ecosystem configuration grid:

1. The results from the definition of market opportunity, market area, and the respective customer needs (where to play) help to shape the configuration.
2. The configuration is closely linked to the actual definition of the project, the chosen tactics, and strategies (how to win).
3. After all, the configuration should contain all the elements required to make, step by step, an ecosystem vision a reality; the dimensions and manifestations are selected and described to fit the initiative.



The dimensions and manifestations should be selected so they match the focus of a business ecosystem.

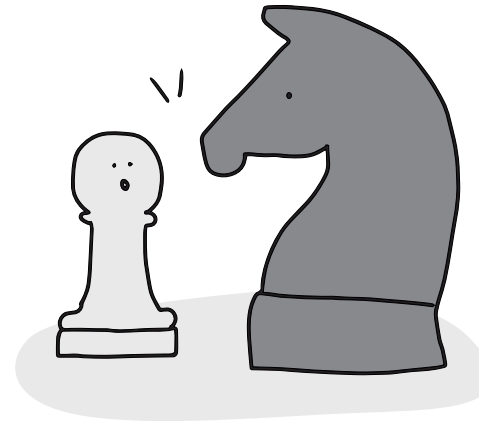


DOWNLOAD TOOL

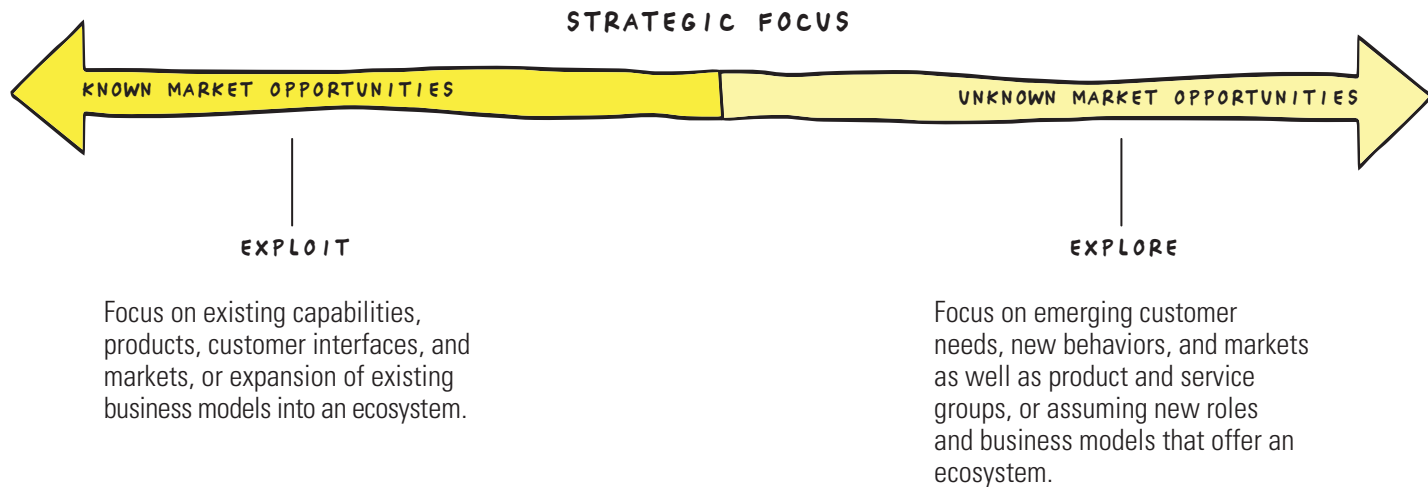
<https://en.business-ecosystem-design.com/win-configure>

How to Win and Configure: Strategic Focus

Many established companies pursue a strategy that is well balanced between EXPLOIT and EXPLORE and operate in these dimensions for participation in or initialization of business ecosystems. The EXPLORE path is more in line with the approach and the mindset needed for the establishment of new ecosystems with unique value propositions; ecosystem initiatives and participation of an EXPLOIT nature tend to pursue the goal of marketing products and services via an additional channel or marketplace. You'll find a comparison of EXPLOIT and EXPLORE in the table on page 50.

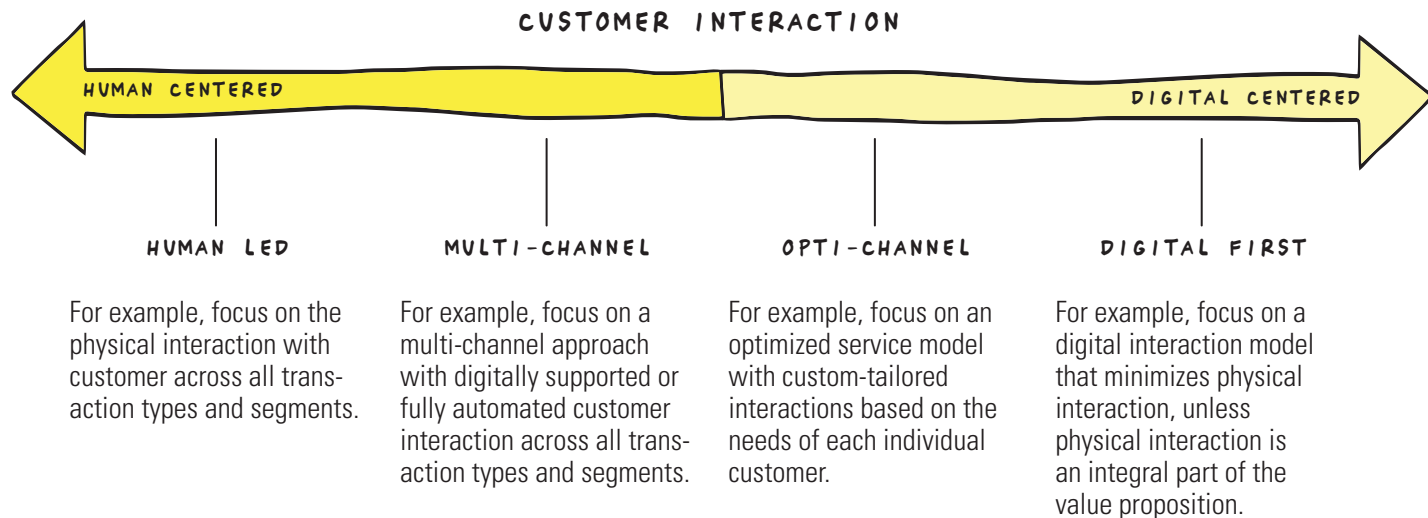
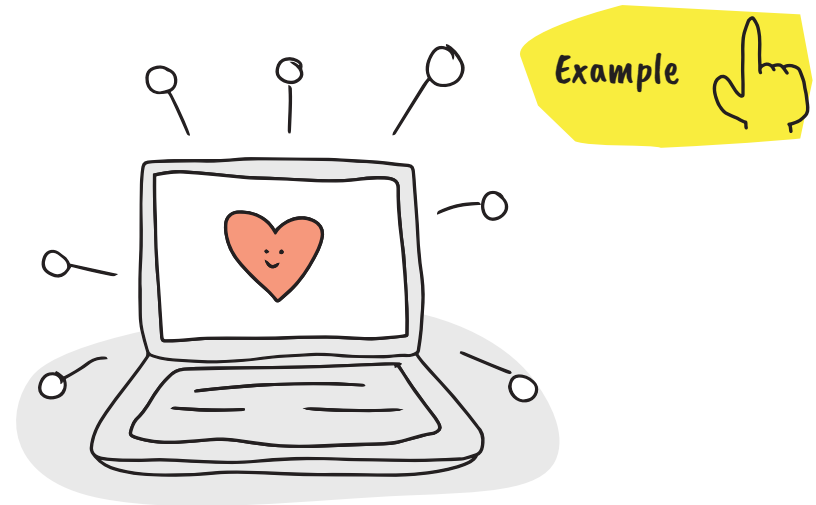


Example



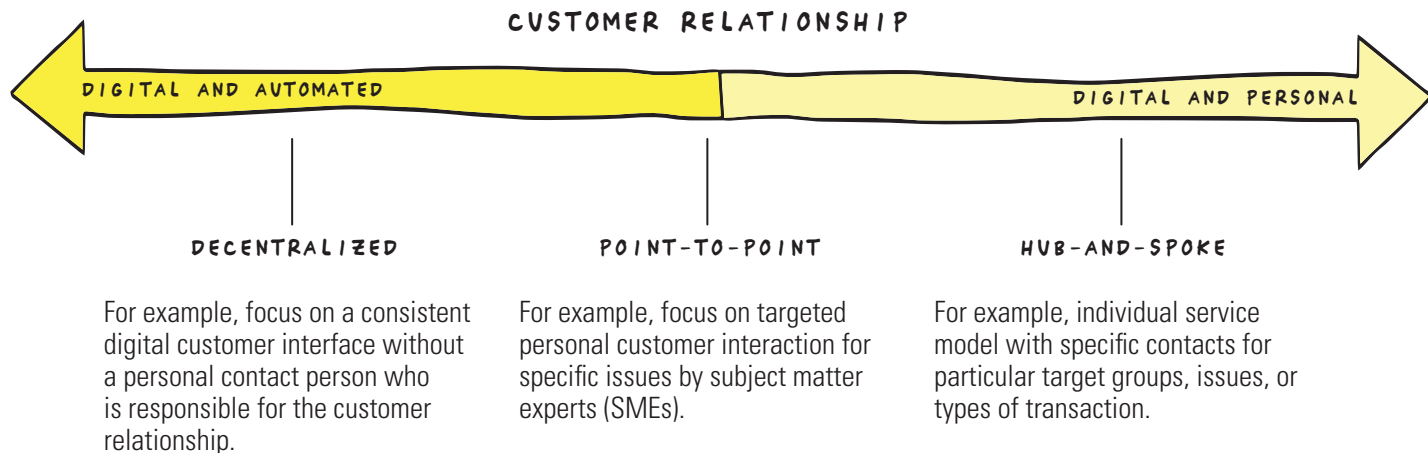
How to Win and Configure: Customer Interaction

The selection of the right customer interaction is another frequently used feature of business ecosystems. The dimensions of customer interactions cover a wide range. The selection presented here distinguishes between human centered and digital centered. Many services and products require an actual, face-to-face contact person, while other services and products can be purchased 100% digitally without any problems. Many ecosystems begin with a focus on “digital first” and later build out supplementary physical touch points such as “experience centers” or “representations” for the purchase of products or services. Other ecosystem initiatives are learning from physical touch points and supplementing their offering with digital interaction later.



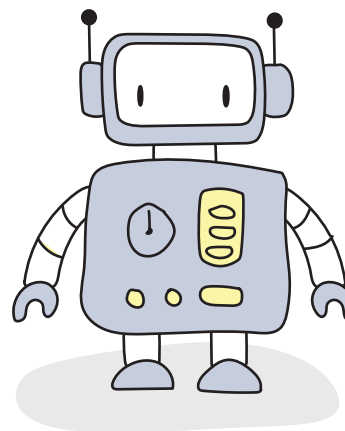
How to Win and Configure: Customer Interface, Customer Relationship

In addition to customer interaction, business ecosystems can establish and practice different forms of customer relationships. Contrary manifestations can be imagined here: “digital and automated” versus “digital and personal.” Here too, numberless variants are possible, and they differ greatly depending on the ecosystem and the value proposition. Point-to-point relationships, for instance, make use of personal customer interaction for specific issues, where the involvement of experts is called for. For automated interactions, more decentralized approaches are used, e.g. by means of intelligent voice bots and chat bots.

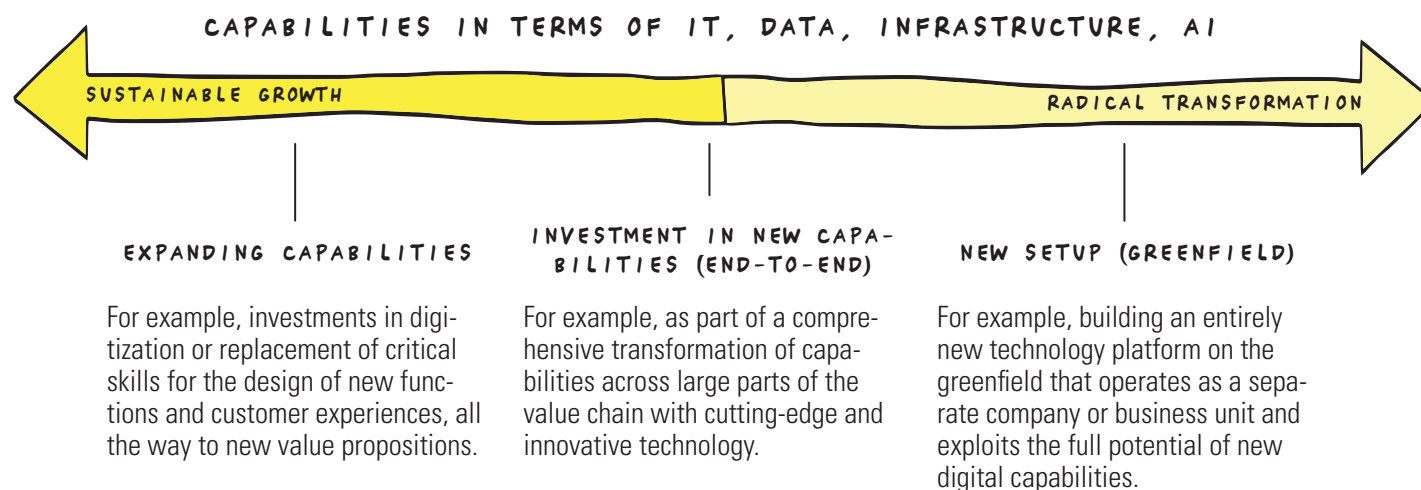


How to Win and Configure: IT, Data, Infrastructure, AI

The strategic dimensions of EXPLOIT and EXPLORE are already applied by many to deal with skills in terms of IT, data, infrastructure all the way to artificial intelligence. Companies that focus on EXPLOIT often tend to build out IT and data capabilities slowly and gradually. Greenfield approaches, by contrast, implement their initiatives on new technology platforms and exploit the full potential of digitization. Every type of legacy system or the lack of APIs all the way to data analytics skills slows down implementation and reduces scalability.



Example

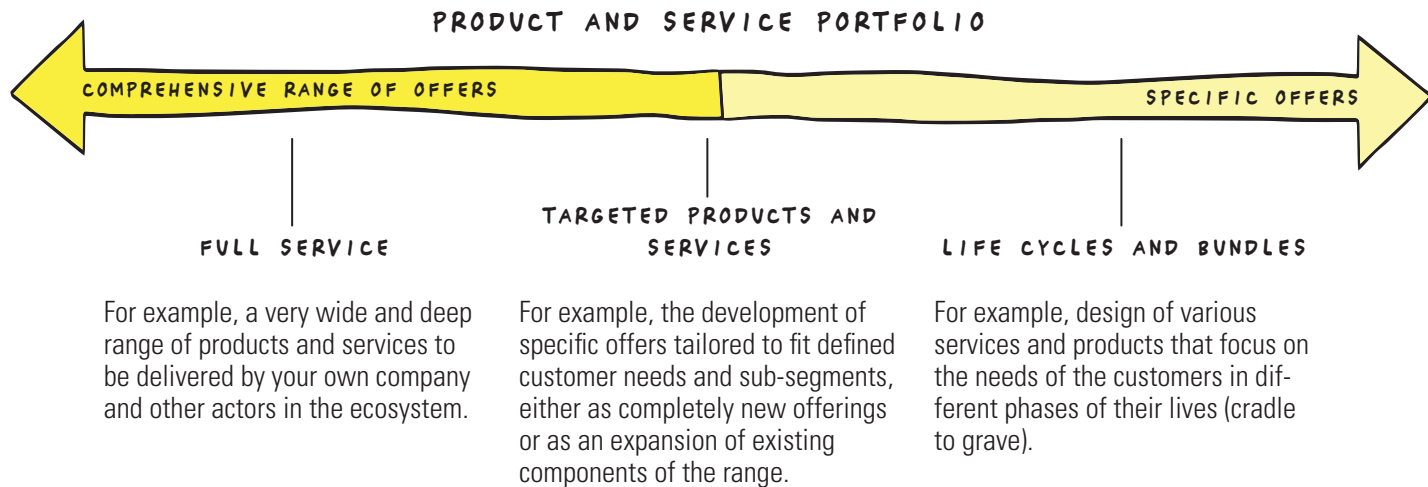


How to Win and Configure: Product and Service Portfolio

The dimensions of the products and services on offer in the ecosystem are based, for one, on the value proposition and secondly, on the planned steps and stages for the creation of the business ecosystem. At the beginning, so-called killer experiences and functions are frequently used, which aim at binding customers to the system and serving their needs in the best possible way. Again, the offers, from setup to the target image, can take on most diverse forms here. Examples of the product and service portfolio range from full-service offerings to bundles and such offers that focus on the life cycle of customers and companies.



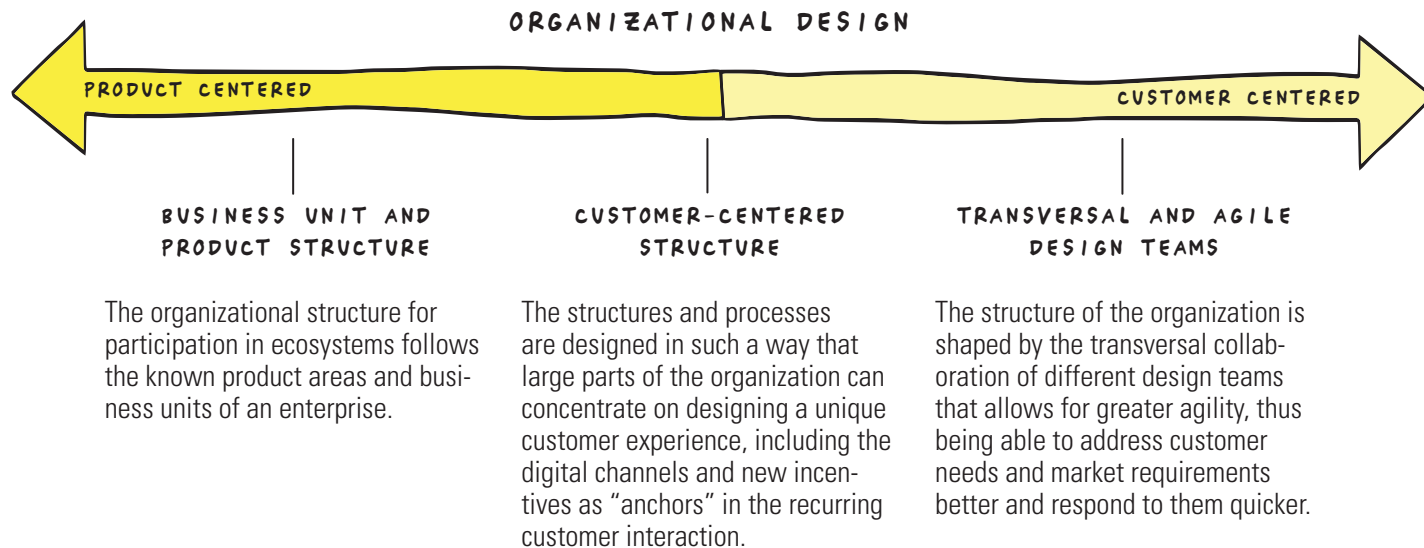
Example



How to Win and Configure: Organizational Design

Designing the organization is usually strongly influenced by the chosen governance and the way in which new capabilities, e.g. IT, data skills, are built and used. The characteristics range from customer-centered approaches with transversal teams all the way to traditional approaches that are integrated into the known structures of business units. Experience shows that for the successful realization of a business ecosystem a customer-centered model should be chosen and the organization should be aligned with it.

Example

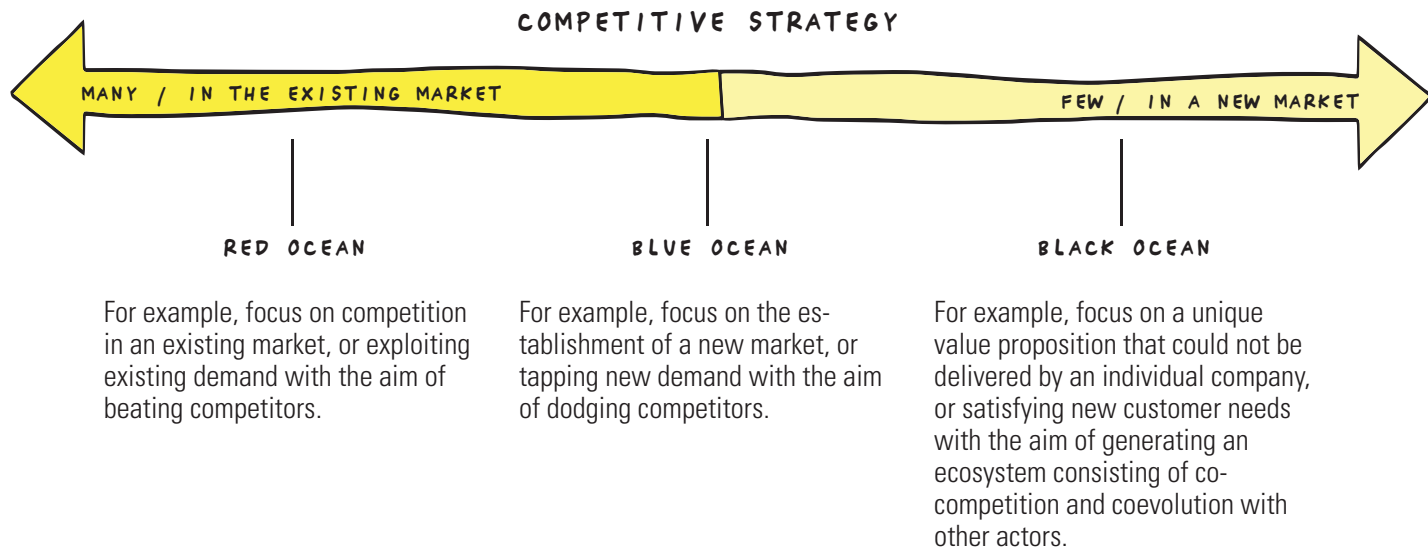


How to Win and Configure: Competitive Strategy

Example



Red, blue, and black ocean strategies are different views on the design of competitive strategies. The basic idea is that there are three different ways of achieving growth and sustainable corporate success. Red ocean describes the more traditional view, while blue ocean aims at developing new markets that truly provide differentiating and relevant benefits to the majority of customers and/or non-customers. Black ocean strategies pursue an even more radical path. The strategy aims at the creation of business ecosystems that, owing to their configuration, actors, and the provision of a unique value proposition, gives rivals little leeway to compete.

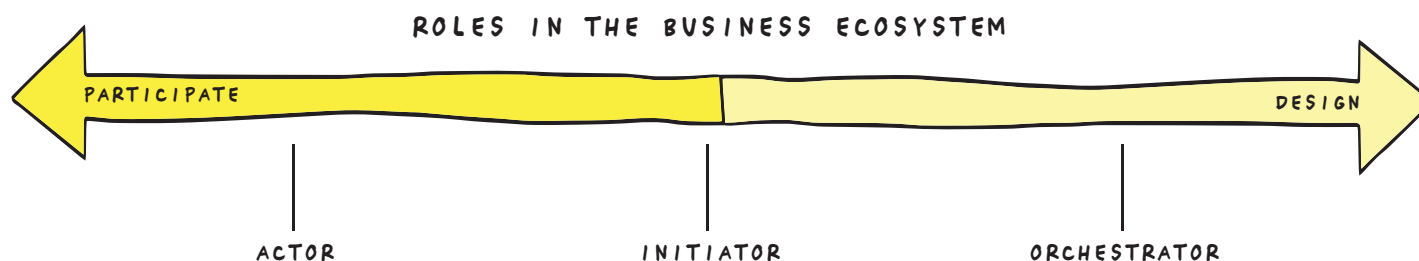


How to Win and Configure: Roles in the Business Ecosystem

The roles in the business ecosystem range from initiator to orchestrator all the way to actor in the system. Often, more roles are defined that are relevant to a specific business ecosystem. Usually, three of the roles on the list are of the greatest strategic importance and should be analyzed and defined accordingly in the context of the ecosystem strategy. Companies may have several roles in different ecosystems. They participate in ecosystems and at the same time actively build a new business ecosystem in a different environment. There are additional roles such as supplier and, as they are described here in the book, other players acting as technology enablers, for instance, or as validation points for information.



Example



An actor in a business ecosystem usually has capabilities or offerings that are integrated in the development of the value proposition. The actors also have the task of innovating within the framework of the principles and rules. They adjust parts of their activities, business models, and strategies according to the project.

An initiator has discovered a new customer need, for instance, and begins to initialize activities. In many cases, the initiator provides the budget for initial prototypes and MVP. Often, initiators switch into the role of orchestrator or become the actor in their own system.

The job of this role is coordinating the activities. Principles and rules are laid down for this; the framework conditions for exponential growth are defined. The orchestrator wants to achieve sustainable and targeted governance.

Examples of Strategic Manifestations

Each configuration of a business ecosystem is different. Three scenarios are outlined below to show how these scenarios lead to a different configuration. The first strategic manifestation is the simplest form of configuration of how to become active in a business ecosystem. As a participating company, in the role of active participant/innovator, capabilities and skills are brought to the ecosystem; within the limits of the principles and defined values, there is then the option to co-innovate in the system (see page 143). Participation in a business ecosystem can take any form imaginable. For example: An initiator can take on the role of participating actor once the ecosystem has been established.

The second example of a configuration is that of an initiator of a digital ecosystem initiated by an established company (see page 144). This initiator wants to challenge the market with the business ecosystem and the value proposition entailed in it. Focused challengers are usually companies that want to serve a particular market segment with very targeted offerings in an ecosystem play.

The third example is that of a company assuming a major orchestration role in the business ecosystem (see page 145). On the assumption of digital first, a business ecosystem is designed around a defined life cycle. Normally, the value proposition is linked to certain events (e.g. live events). In such business ecosystems, the potential of big data analytics is taken into account in the design of the value streams and the ecosystem at an early stage of development.

Examples of configurations are infinite. And configurations change over the course of time since they are dynamic constructs. The following examples are only snapshots of business ecosystems that are currently evolving or have already been established in the market.



ACTIVE PRACTITIONER



FOCUSED CHALLENGER



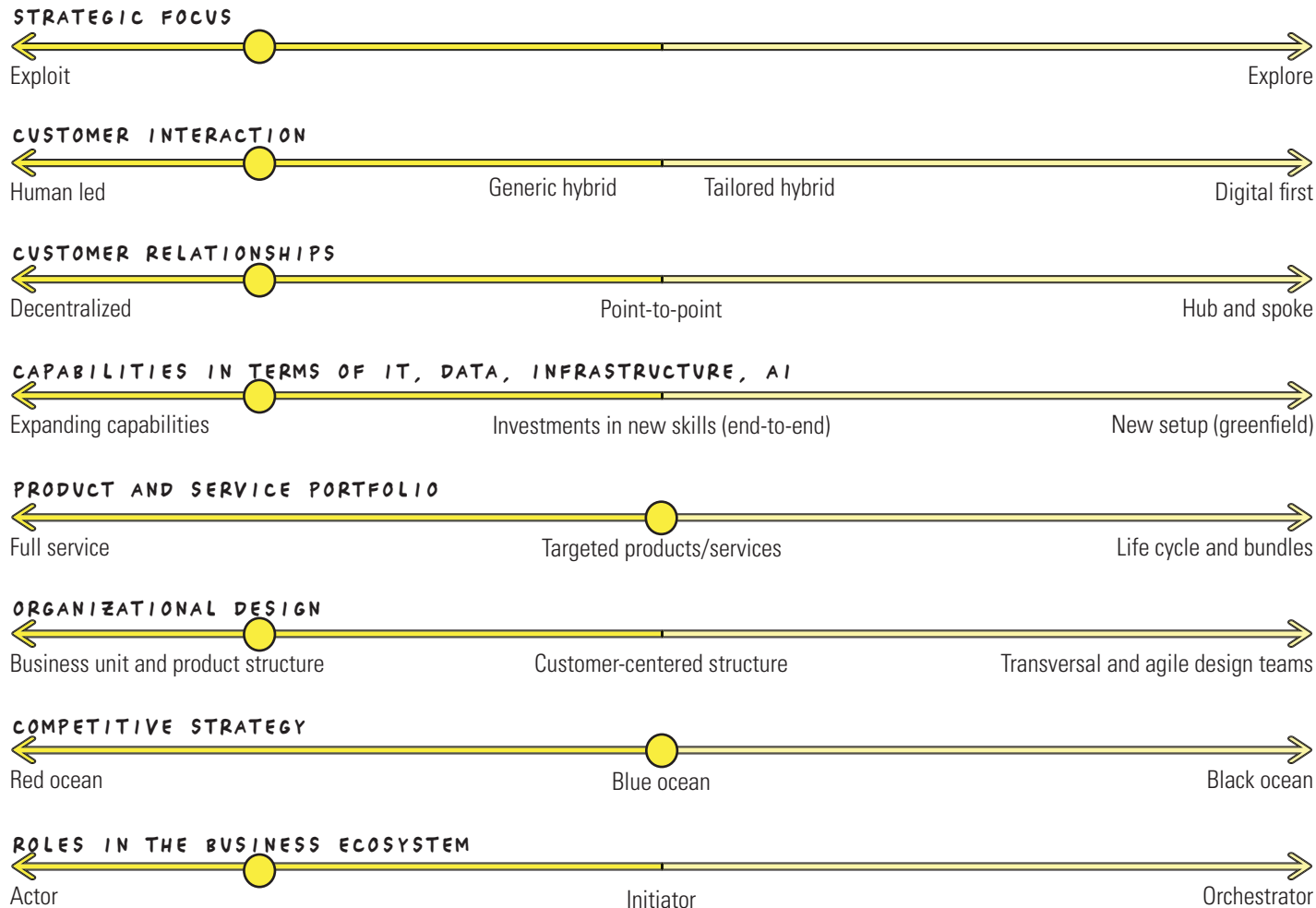
**TRUSTED LIFE CYCLE
PLAYER**

The examples are illustrative and are intended to show how numerous and varied the combinations are. Ecosystems are complex and are constantly evolving. For this reason, the examples are only snapshots from the process of “how to win and configure.”

Examples of Strategic Manifestations: Active Participation/Innovator

The role of the participating actor is usually characterized by the company bringing in-house capabilities to a business ecosystem. The contributions may consist of customer contacts, products, or the provision of channels to

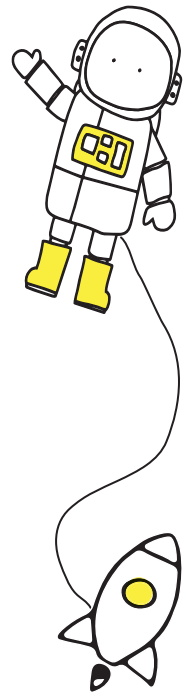
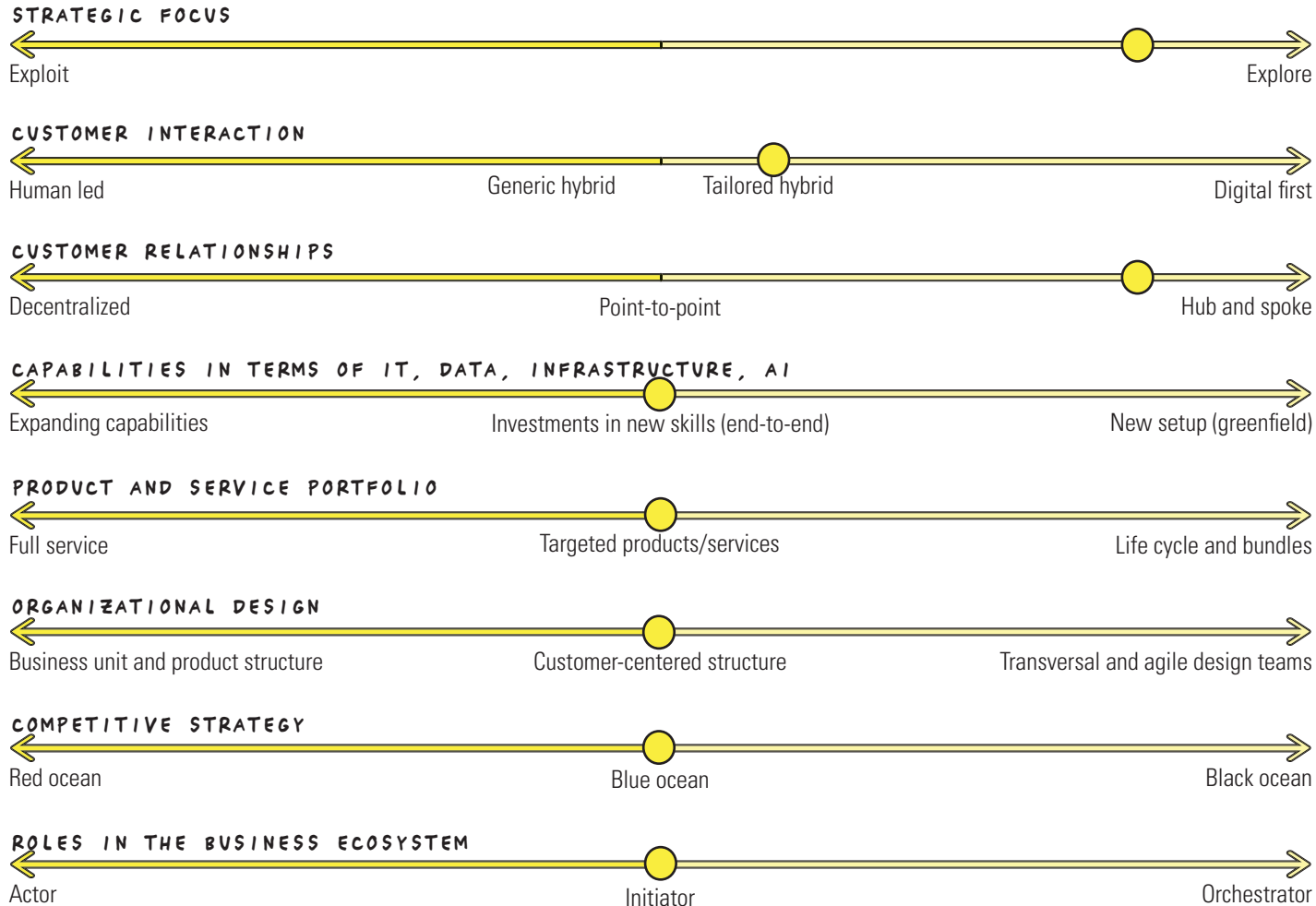
customers. Within the framework of the principles and rules, an actor in such a system has the opportunity to innovate and design.



Examples of Strategic Manifestations: Focused Challenger

Design of a digital ecosystem that is initiated by an established company to challenge the market with this offering (challenger) and serves a particular market segment with targeted products. The design is customer-centered,

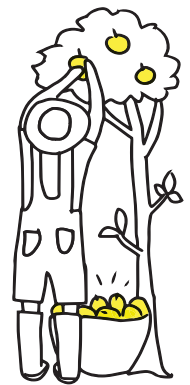
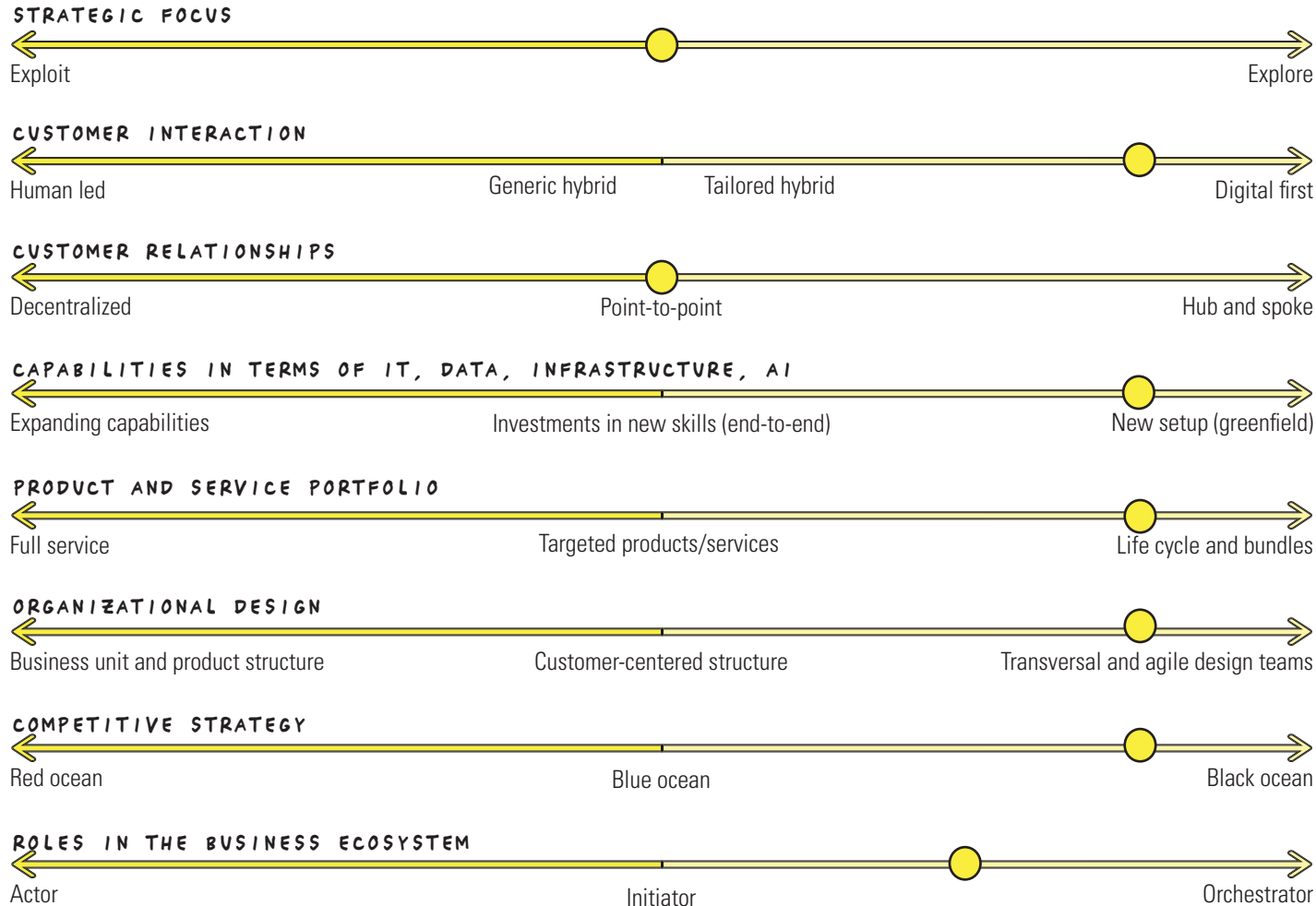
and the interaction offers a custom-tailored value proposition based on needs together with the option to transfer the role of the orchestrator to another actor, for instance.



Examples of Strategic Manifestations: Trusted Life Cycle Player

Greenfield approach with the aim of establishing an ecosystem on the assumption of digital first with regard to customer support. The life cycle of a customer or a service may constitute the basis for this. The ecosystem

offers the appropriate (neutral) expertise as needed for a trustworthy response to customer inquiries. Data and agile internal structures help to develop new and individualized products quickly.



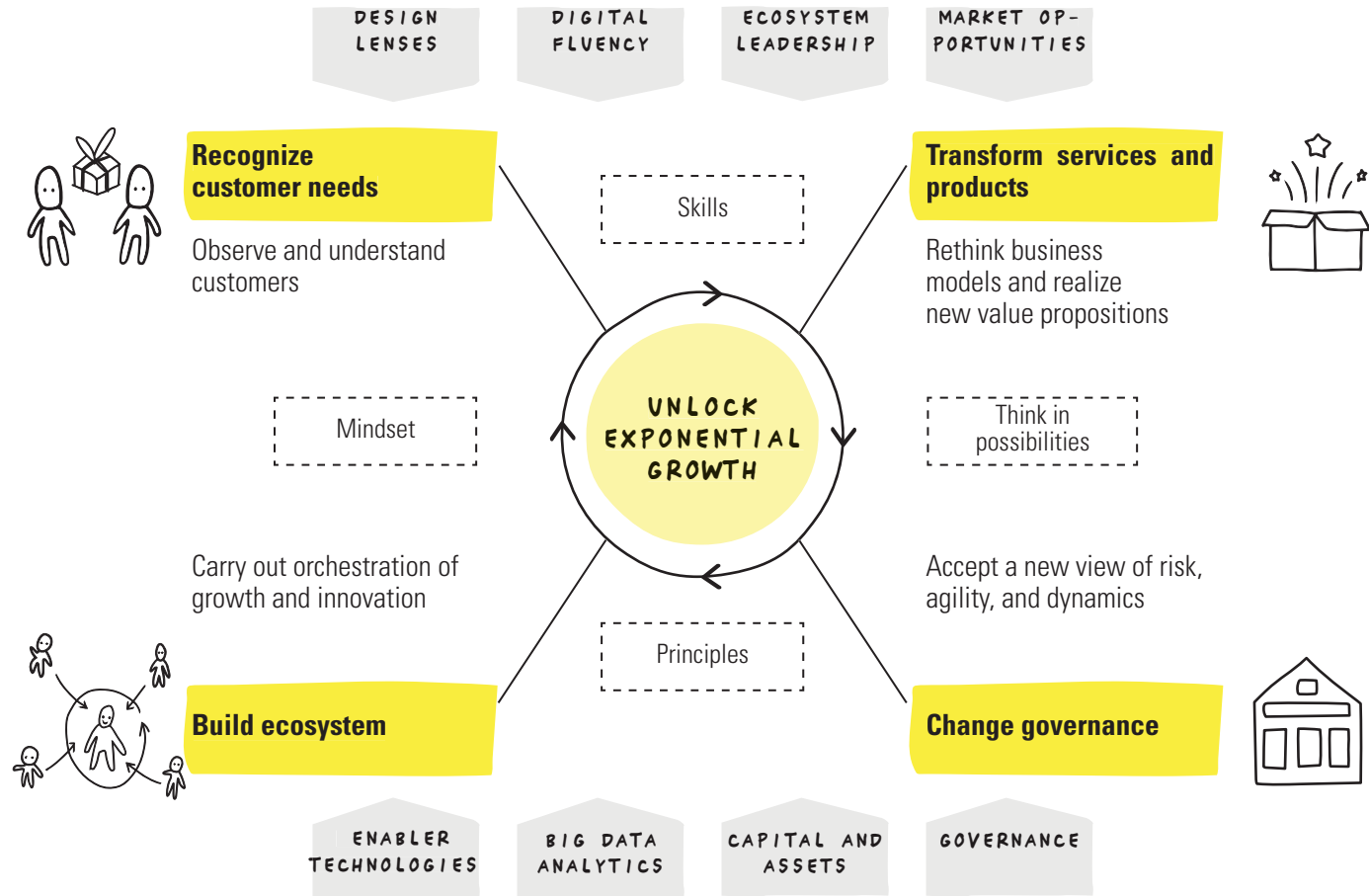
The explanations in this section of how to perceive business ecosystems as strategic options show how momentous ecosystem approaches and the application of design thinking for business growth are for the entire company. The complexity of such initiative requires new approaches in the strategy development all the way to the right governance for such growth paths. In addition, business ecosystem design affects the forms of collaboration within the business and across companies. Entailed in it are the major mindshifts (page 24) and paradigm shifts (pages 48–49).

The governance of an ecosystem has nothing in common with the established ideas of partner management in businesses. It is more about the orchestration of employees and other actors in the system. They must be enabled to be innovative, change quickly, and exploit the full potential of an ecosystem for all those involved. In addition, business leaders must be willing to accept the risks of change, modify organizational structures, and direct the parameters of future ways of working in the right direction. The collaboration of people and technology as a team is one of the key drivers for an efficient use of resources to be more determined and responsive. A business ecosystem play needs a good mix of different skills. They range from technology knowledge all the way to a new kind of leadership. This is the only way to achieve the target images of a business ecosystem and finally exponential growth. The topics of ecosystem leadership, communication of target images, and use of the team-of-teams approach will be briefly outlined on page 155 et seq. An overview of future ways of working and co-creation approaches is given on page 159 et seq. so that all dimensions, from the mindset to capabilities all the way to team structures of agile working required for successful ecosystem initiatives, are covered. It has also proven useful to define the design principles before the teams start activities in the lenses. This tool was already presented on page 108 in this chapter.

Experience from various business ecosystem initiatives shows that the biggest challenges for companies are to move beyond existing market and product segmentations. This is accompanied by the change of business models with direct and indirect revenue sources. Furthermore, this requires appropriate governance structures that allow the step-by-step implementation of the defined ecosystem strategy. The illustration on the right summarizes the most important elements, building blocks, and capabilities.



BUSINESS ECOSYSTEM DESIGN



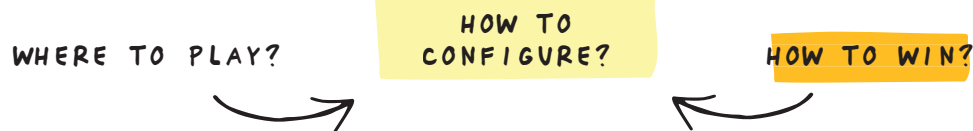
CORPORATE STRATEGY

To the Point !

The procedure via the ecosystem play and win configuration framework and the associated objectives and strategies show how market opportunities can be realized in different configurations.

The configuration of the business ecosystem shows the roles, capabilities, and governance of the system. The dimensions of the configuration should be defined so they fit the ecosystem initiative and be continuously adapted so all the elements are directly or indirectly connected.

Each turn of an adjusting screw in the configuration has consequences for other dimensions. The dynamics are comparable to a mobile that is constantly moving and whose parts mutually affect one another.



ECOSYSTEM LEADERSHIP

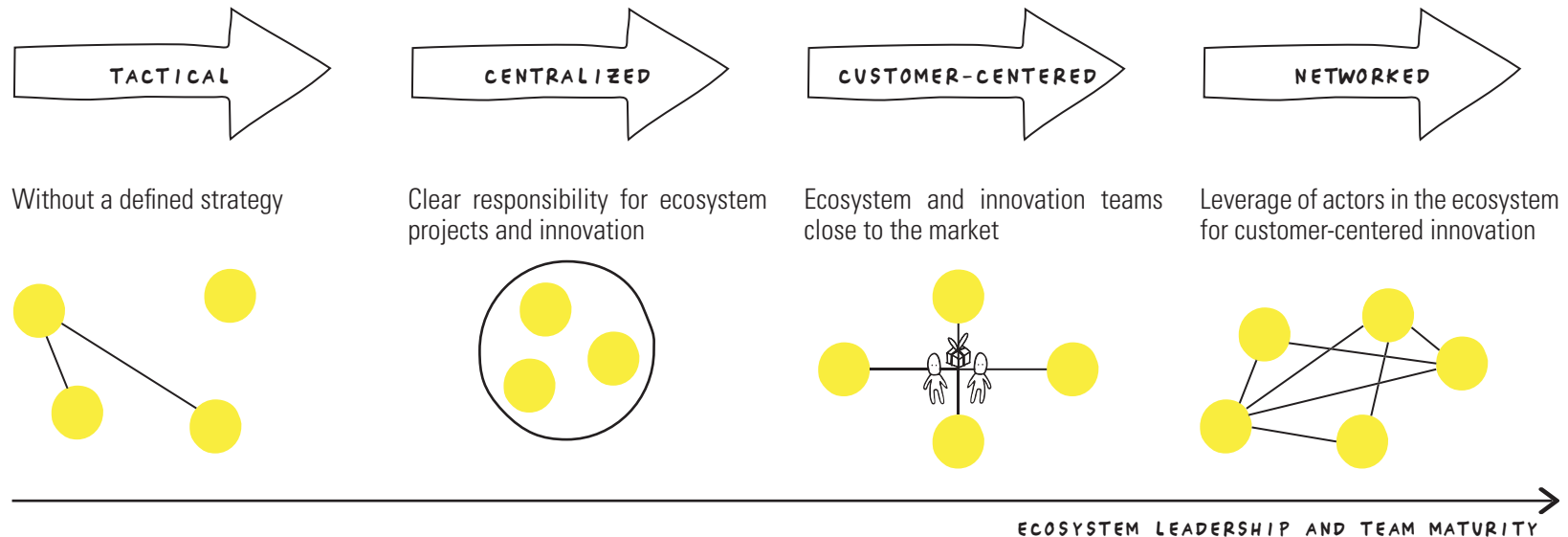


Ecosystem Leadership

Ecosystem leadership is a key task in design thinking for business growth and the participation in business ecosystems since either existing skills must be exploited in the best possible way or new skills must be built. In addition, in most cases, a new mindset must be established beyond the boundaries of the company. This does not only mean the development of an ecosystem strategy and the determination of various strategic options but also the way in which business models are viewed in a multidimensional way; how the ecosystem governance of the orchestrator is set up; how core competencies will be used; how value streams should be defined for the benefit of all involved; and finally, what the organizational model should look like. The key to success is the mindful transformation of teams, organizations, and companies as described in ***The Design Thinking Playbook***.

The convergence of technologies, customer wishes, and ecosystems has never happened faster than today. It's time to rethink previous mindsets, values, and risk assessments. But ecosystem innovation is more than just defining new business models. Prototypes of entire systems are needed, i.e. minimum viable ecosystems (MVEs) by which key risks are tested before the appropriate roles are assumed, e.g. that of orchestrator or actor.

In terms of transformation, "minimum viable" means that all important elements for a well-functioning ecosystem must be thoroughly examined. Transformation is the constant here, not least because business ecosystems are constantly evolving dynamically.

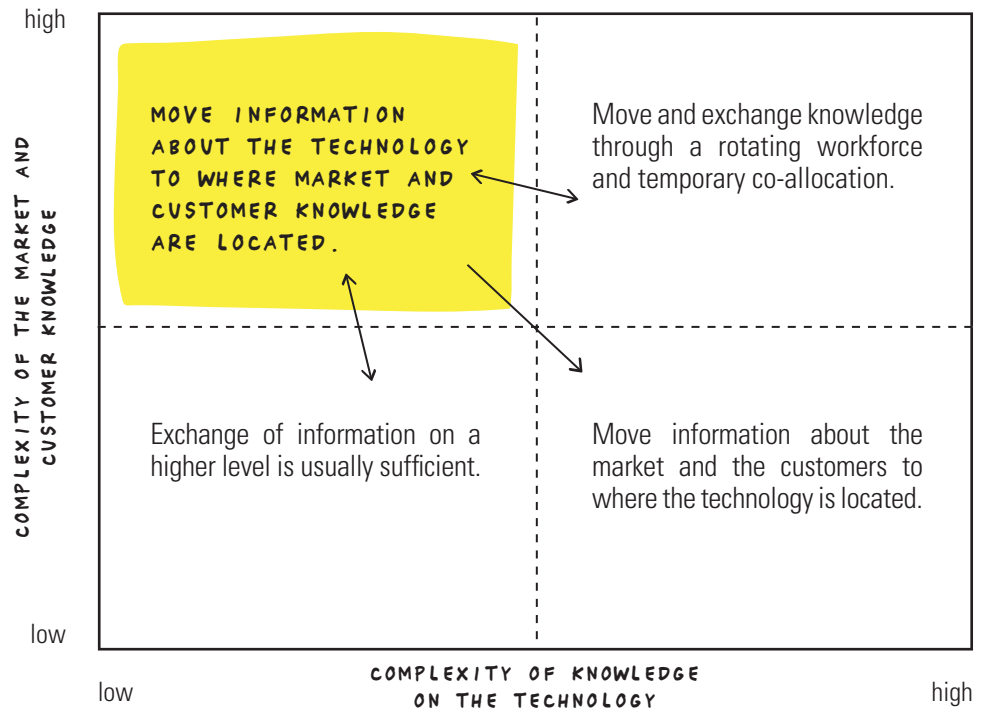


INNOVATION TEAM MATRIX

The design of business ecosystems in the context of design thinking for business growth offers the opportunity to apply completely new ways of working (future of work) and establish them in the organization. By shifting perspectives away from traditional employee development to opportunities to open up the full spectrum to develop entirely new value streams for the business. With increased agility and the ability to share risks, companies can gain new market areas for themselves if they apply this approach.

Successful ecosystem leaders intentionally place the innovation teams close to important market and customer knowledge so that they get to know the context first hand and are able to transfer insights to other teams. By means of rotating teams, a mindful transformation and dialog across the departmental silos are ensured. Software development teams, for example, also need market and customer knowledge to be able to validate MVPs and define use cases.

Technological complexity: low
Market complexity: high



MINDFUL TRANSFORMATION

What Kind of Leadership Is Needed for a Transformation toward an Ecosystem Play?

With regard to design thinking for business growth, we have already adopted various perspectives on mindshifts in this book. To cope successfully with the new models of strategy definition, co-creation, and the paradigm shift in terms of growth and the new business models, additional appropriate leadership profiles are required to launch ecosystem initiatives. From observations of various business ecosystem initiatives, a leadership profile can be derived that is especially good for the implementation of and participation in such business ecosystems.

Six qualities in particular are enablers for successful eco-leadership:

- **Customer centered**
- **Digitally adept**
- **Ambitious**
- **Patient**
- **Open to new relationships**
- **Team oriented**

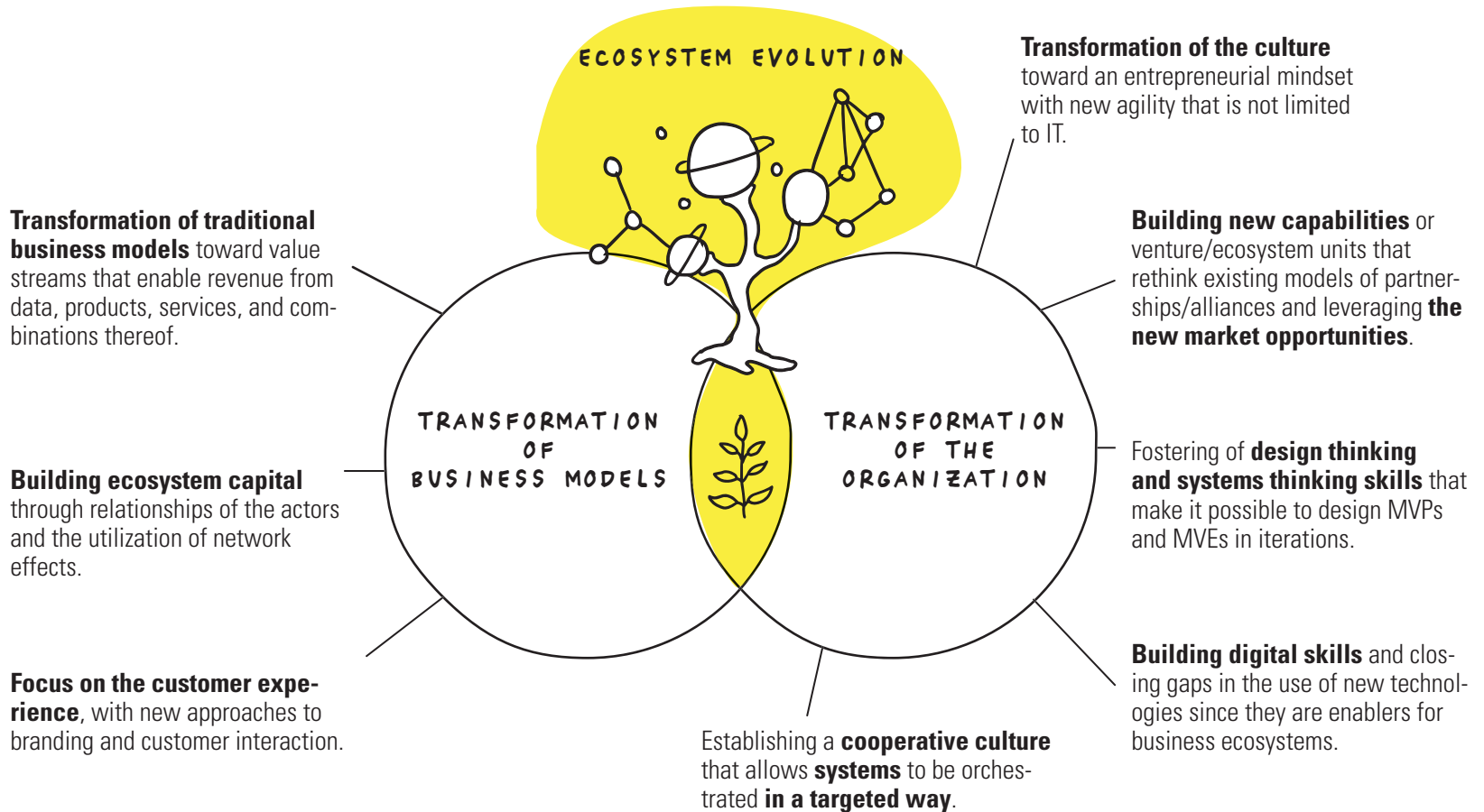
Autonomy of the implementation teams is needed for the implementation of business ecosystem design. This includes both open talks with various potential actors and a culture of doers that reflects the spirit of an entrepreneurial mindset. Traditional companies often define so-called venture units or dedicated ecosystem units for this that help to increase implementation speed. Leaders who assemble teams for ecosystem initiatives want ecosystem design teams with convincing methodological expertise from the design thinking and systems thinking toolbox. In addition, team members should have big data analytics and UX design skills as well as IT expertise. Enterprise architecture becomes a major issue since in many cases it's necessary to align the interactions from the ecosystem with the existing infrastructure and enable direct or indirect customer contact through increasingly digital—but also analog—interactions, applying multi-channel or opti-channel strategies.

The New Roles of the Ecosystem Leader



Ecosystem leadership is the networking of all actors involved in value creation.

Leadership Role: Transformation of Business Models and Organizations

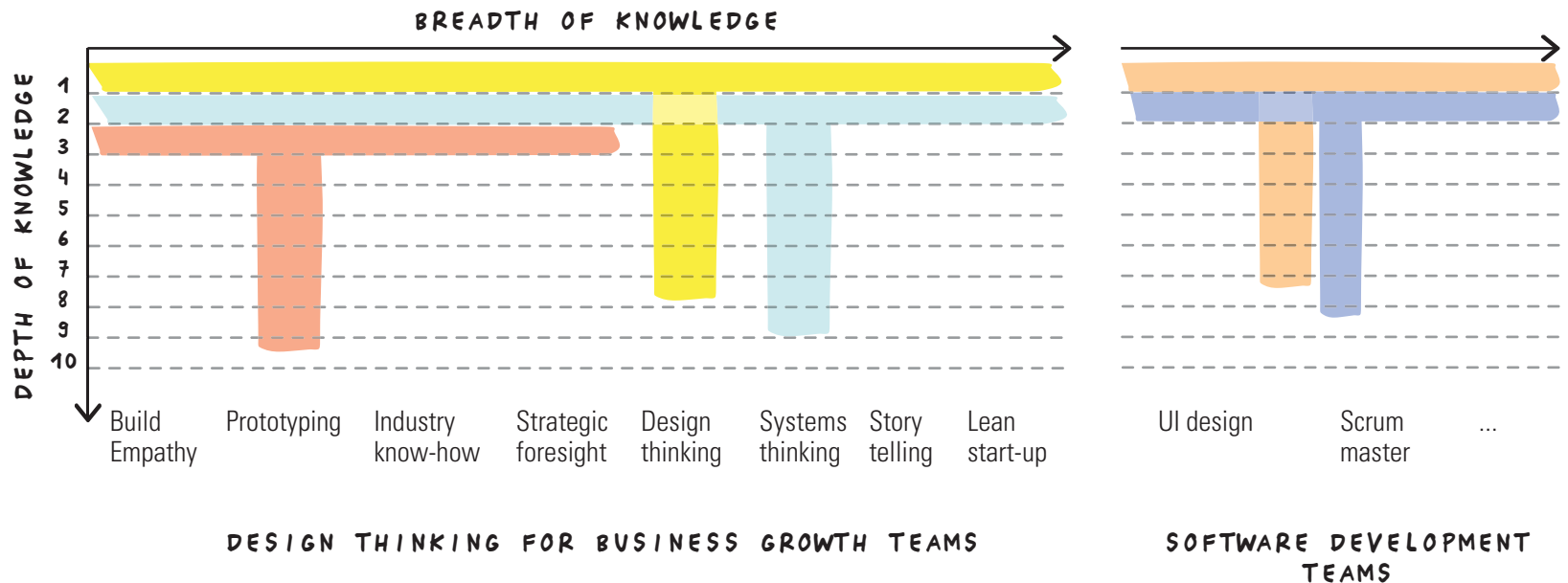
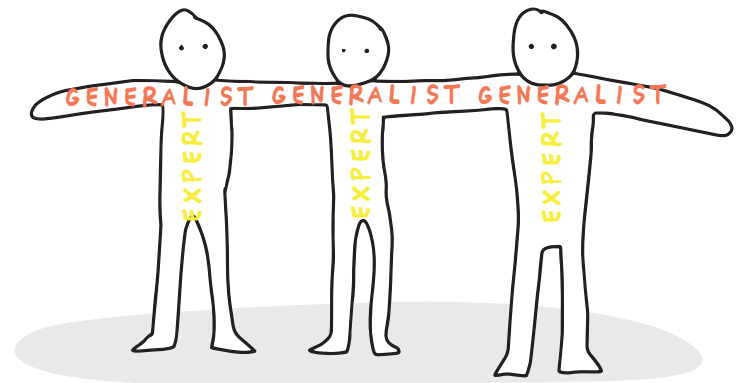


T-Shaped Ecosystem Design Teams

In design thinking as well as in business ecosystem design, it is particularly important to work with interdisciplinary teams. Preferably with team members who have a strong T shape. The horizontal bar stands for a wide range of knowledge; team members come from many different cultures, disciplines, and systems. The vertical bar represents specialist know-how of the team members, e.g. knowledge of a system, an industry, or a discipline.

Furthermore, qualities such as collaboration capability and interface expertise are extremely important for the design tasks: T-shaped team members are open, interested in other perspectives, and curious about other people, the environment, and other disciplines. Experience shows that the better the understanding of the way others think and work, the faster and greater the common progress and success in the business ecosystem process.

More and more, T-shaped teams are set up for the development of MVPs and in agile software development as well. Such teams cover the need for interdisciplinary software developers and testers in the respective (scrum) teams.



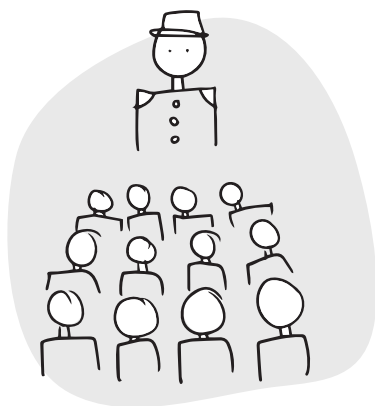
Team-of-Teams Approach

Transforming the team and management structures in one shift from scalable efficiency to scalable adaptability helps to launch business ecosystems successfully and grow exponentially. Traditional organizations are geared to doing things right, while a business ecosystem play requires doing the right things to reach the target image. This rule is particularly important for business ecosystems because the systems are dynamic, and permanent adaptation of the teams to the situation is required. In the case of unpredictable changes, the organization's adaptability is by far the most vital capability. In the team-of-teams approach, the units work in a decentralized way. This type of organizational design allows the unit to act quickly in unknown situations. The required organizational form, governance, and the ecosystem leadership already described are based on the same values and operational principles that make it possible to initialize and simultaneously orchestrate in a targeted manner.

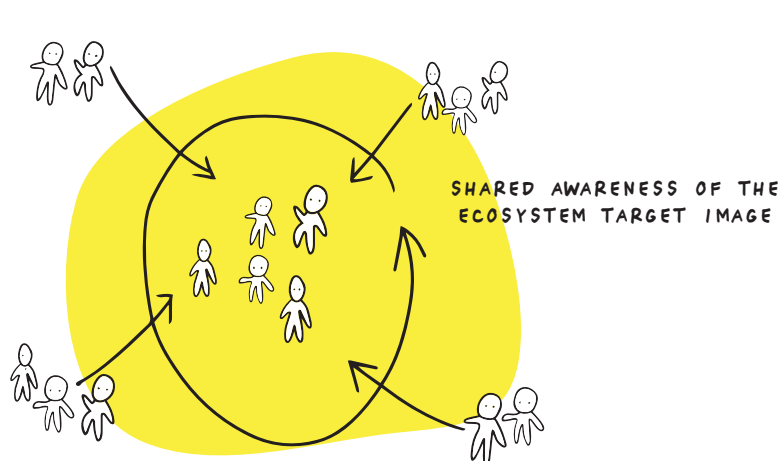
Five crucial values for a team of teams:

1. Confidence in the skills and decisions of the other teams and their members.
2. Transparency of tasks, goals, and results across all teams.
3. Personal relationships in the network structures (at least one team member must know one team member from the other teams).
4. Empowered execution characterizes the decentralization of responsibility and actions.
5. Collective mindset for radical collaboration, flexibility, and adaptability to new situations.

TRADITIONAL ORGANIZATION SCALABLE EFFICIENCY



TEAM-OF-TEAMS APPROACH SCALABLE ADAPTABILITY



Communication of the North Star and Objectives, with Specific First Steps

Initialization of a business ecosystem and participation in an existing one both begin with a clear vision. The initiator demonstrates a compelling value proposition that makes it attractive for other companies to participate in the business ecosystem. For an actor who wants to participate in such an ecosystem, the vision must clearly show how the company can benefit in the best possible way from the system (e.g. leverage of skills, positive impact on the core business, or entirely new sources of income) and how it can cash in on the growth in the long term by participating in the business ecosystem.

Target image

Greater ambition, new value streams + digital enablers fully effective

Answering the questions:

- How is the goal to be achieved?
- Who is to be served?
- What is the value proposition?
- Is there a coevolution fit?



MVEs

New actors, testing of new value proposition, design of a functioning system

Answering the questions:

- What capabilities does the system need?
- Which roles can be assumed by which actors?
- Do all actors in the system benefit from participating in the system?
- Is there an actors fit?

MVPs

Improvements without changing the grand vision

Answering the questions:

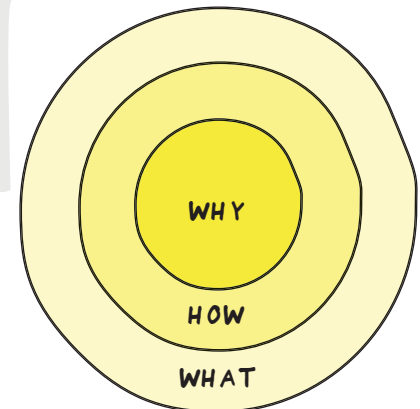
- What is the customer willing to pay?
- Can we validate the assumptions about customers and functions?
- Is there a market fit?

Prototypes

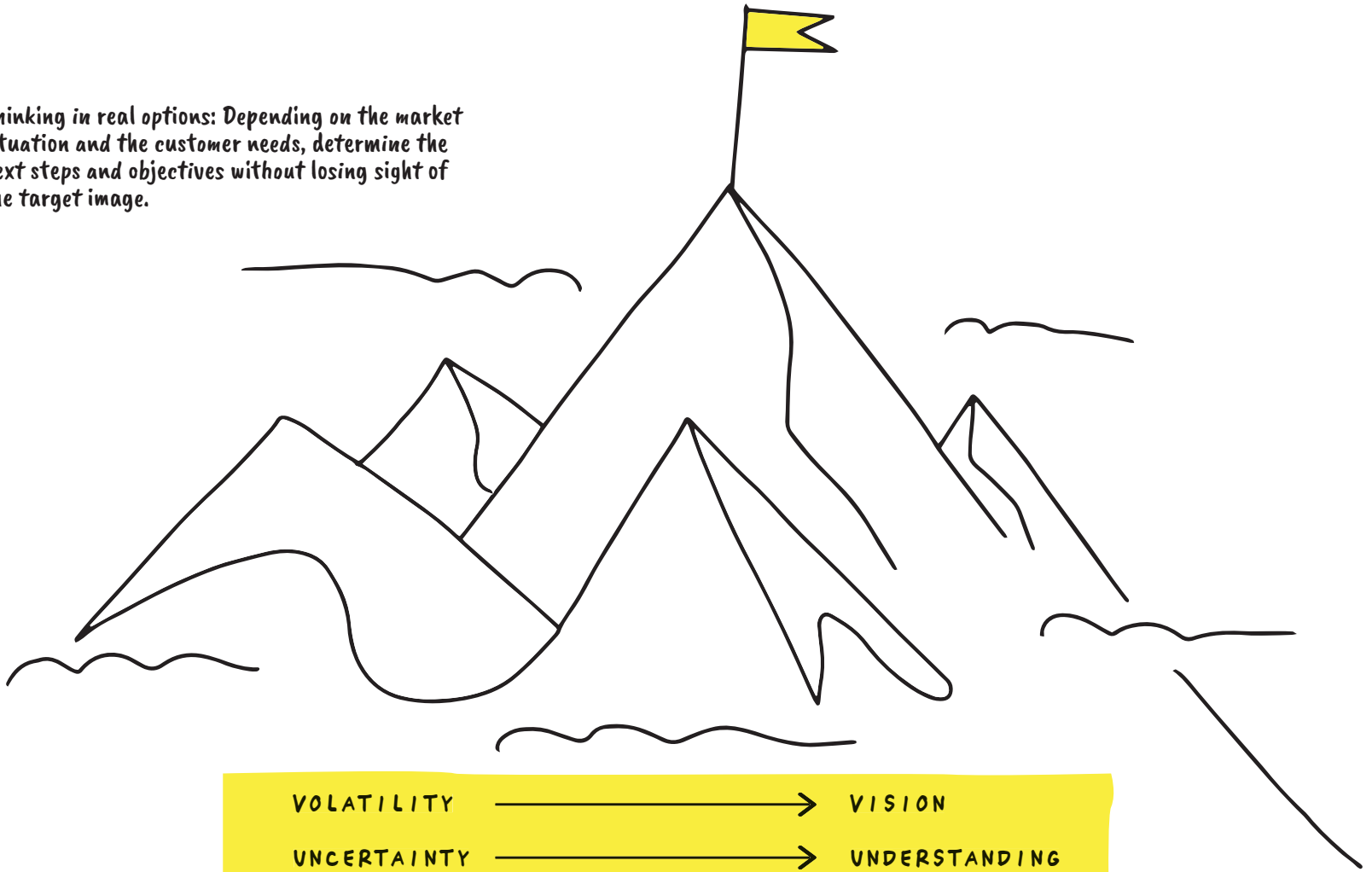
Get a first idea of potential solutions

Answering the questions:

- What are the customer needs?
- Which customer problem do we want to solve, and how will we solve it?
- Is there a problem/solution fit?



Thinking in real options: Depending on the market situation and the customer needs, determine the next steps and objectives without losing sight of the target image.



VOLATILITY	—————>	VISION
UNCERTAINTY	—————>	UNDERSTANDING
COMPLEXITY	—————>	CLARITY
AMBIGUITY	—————>	AGILITY

Objectives and Key Results

Design thinking for business growth initiatives move incredibly fast, and the latest insights, points of view, prototypes, and tests always deliver new results. The metrics of teams moving in such an environment are often more precise, with the focus on a specific objective and corresponding key results. This is why they can move faster and deliver more specific results. A design thinking for business growth team that is working on something and has no specific objectives or target user benefits needs a lot more time in the respective development steps. The goal of growth takes shape when we learn and execute as quickly as possible. It should be emphasized, though, that it's not about haste but about velocity. Too often, teams hurry and hasten and leave out important steps of the design lenses just to be finished a couple of weeks earlier. In some cases, taking a shortcut may be the right thing to do, but then there is a high risk that the solution isn't radical enough and there is no crisp execution. Taking two steps backward and pondering what would really generate an impact and is desired by the customers is the key to success.

Objectives and key results (OKRs) help with the implementation of a team of teams; moreover, they provide the framework for the individual design thinking for business growth teams for collaboration, expanding capabilities and suitable measuring points that are both transparent and comprehensible. If skills for the initiatives are lacking, it is crucial that the teams be equipped with more team members and resources whose mindset fits into design thinking for business growth. When selecting and hiring such team members, the mindset and the skills are more important than any job titles. Particularly when it comes to the ability to design business ecosystems because there are only a handful of companies with the right mindset and growth background from where suitable candidates may be poached.

Business growth and design thinking experts understand the tools that are needed to solve a specific problem — and they are ready to create their own methods and tools if necessary.



For successful design thinking for business growth, you sometimes need a chainsaw, sometimes a chisel. The team should know and sense exactly which tool to use to reach the objectives.

The right OKRs for successful design thinking for business growth initiatives depend on the maturity of the organization. The extent to which mindshifts have been completed so as to be able to think in business ecosystems can be an indicator of maturity; likewise, another indicator is how much the chosen governance fosters the orchestration of such business ecosystems. Typical questions for design thinking for growth initiatives are:

- How can we change or adjust the mindset?
- How can we bring rigor to the metrics?
- What is important?
- How do we solve user/customer needs? How do we ensure that users/customers continue to get value?

The chosen OKRs can take into account the desired mindset and type of organization, the way in which problems are quickly solved, and customer centeredness across all growth phases within the “problems to growth and scale” framework. Usually, there is a cascade from the strategy to the initiatives to the goals supplemented by the individual objectives and key results, which in turn have a positive impact on the team objectives.

Moonshots: OKRs are based on ambitious stretch goals (e.g. 80% achievement is excellent).



Tool



DO IT AND MEASURE IT

urgent

DELEGATE IT

WORK ON INITIATIVES
AND MEASURE RESULTS

WHAT CAN BE DELE-
GATED TO FREE UP
TIME AND RESOURCES?



WORK ON INITIATIVES
AND MEASURE RESULTS



WORK ON INITIATIVES
AND MEASURE RESULTS

important
←

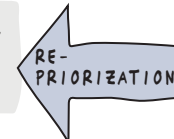
unimportant
→

INDIVIDUAL OBJECTIVE



TEAM OBJECTIVES

WHAT IS NO LONGER
IMPORTANT?



OBJECTIVES/STRATEGY

SET IT UP

not urgent

DROP IT

Track progress
throughout all
design lenses



Stretching OKRs
within the organi-
zation and across
business units and
business ecosys-
tem partners.



Create OKRs together
with the team and
allow feedback to
improve.

Achieve an excep-
tional degree of
team commitment



Create better align-
ment owing to trans-
parency

Focus on what is
important



Setting the Appropriate OKRs

There is no carved-in-stone procedure for the definition of OKRs. Each organization should proceed so that the objectives match the context of the goals, the corporate culture, and the growth ambitions. Different recommendations can be derived from the work with OKRs that help with the definition. For one, so-called near-term objectives can be defined, e.g. to be achieved in one quarter, or long-term objectives with a time frame of 12 or more months. A rule of thumb is that a maximum of five objectives per quarter with four key results is a healthy plan. To derive inspired and ambitious objectives constitutes a vital part of the OKR philosophy. Their purpose is to motivate all team members in equal measure, but they may trigger some discomfort as well. After all, it is not about 100% goal attainment. Instead, we want to develop a team of teams that is committed to the objective, able to motivate itself (establishing a bowl of trust), and at the same time can leave its comfort zone. If OKRs are 100% achieved, the objectives were not ambitious enough. This means that an 80% goal attainment can be defined as an outstanding performance.

Cascading strategy with OKRs

VISION	1.—Aligning the vision with the objectives
	2.—Deciding which objectives have a high impact/priority
INITIATIVES	3.—Break the team objective down into initiatives and let each team member derive individual objectives
GOALS	4.—Set key results for each initiative and individual objective, and start working on it now!
STRATEGIES	5.—Start to deliver the defined key results
TACTICS	6.—Define tasks
ACTION PLANS	7.—Plan your activities

Compared to traditional goal measurement methods, e.g. management by business objectives (MBOs), OKRs are determined in shorter cycles. They extend to the two to four months mentioned above and are supplemented by measurable key results. These objectives can be adjusted over the year. Following design thinking for business growth and business ecosystem initiatives, new insights are gained after each design lens or design sprint; the new findings in turn influence the individual near-term or long-term objectives. Transparency about the objectives and key results on the team and across team boundaries aims solely at making the company's strategic topics and potential growth initiatives visible at all levels of the organization.

If you want your work to have an impact: Don't start with an action plan. Don't build a kanban board full of tasks. Decide what kind of impact you want to have and then work toward it, performing measurements along the entire way. Use feedback from the real world to make a real difference.

As shown in the simplified example (right), OKRs are used for the implementation of strategic topics of the organization, e.g. the ambition of developing a strategy for a specific business ecosystem topic in the context of participation or initialization. They consist of ambitious objectives that are to be achieved by measurable key results. The concept of OKRs is especially helpful with the transformation of organizations into a team of teams and for establishing a culture of efficient self-organization. OKRs can also help to establish a new design thinking for business growth mindset, new skills, and generally new corporate values such as transparency successfully and incrementally.

Applying design thinking for business growth in combination with team of teams has proven to lead toward breakthrough innovations in many initiatives.

Example: OKRs for a Business Ecosystem Design Initiative

Example



BUSINESS ECOSYSTEM STRATEGY IN A SPECIFIC TOPIC AREA

"Building the umbrella"

TEAM OF TEAMS

TEAM
OBJECTIVE 1

TEAM
OBJECTIVE 2

TEAM
OBJECTIVE 3

Kick-start radical collaboration

INDIVIDUAL LONG-TERM OBJECTIVES (1-2)

INDIVIDUAL NEAR-TERM OBJECTIVES (2-4)

Establishing a bowl of trust

Explanations of different objectives:

- Creating a team-of-teams culture has been set as a long-term objective for the entire team and constitutes a defined part of the transformation and application of the desired mindshifts.
- The team objectives are aligned to the overall strategy, e.g. the ambition to create or participate in a specific topic area of a business ecosystem based on new or changed customer needs and/or behaviors.
- OKRs are also used to define, for example, 1–2 "individual objectives" and 2–4 "individual near-term objectives." The individual objectives reflect the way in which every team member will contribute individually to the team objectives.
- All objectives are transparent to all team members. In addition, all teams trust in the work and professionalism of the other teams.

To the Point !

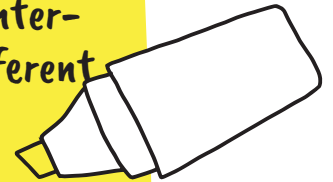
Ecosystem leadership is based on the idea of initializing a functioning system and orchestrating it with a clear-cut target image.

Eco-leaders are relationship builders who understand the technologies required for the realization of such ecosystems as well.

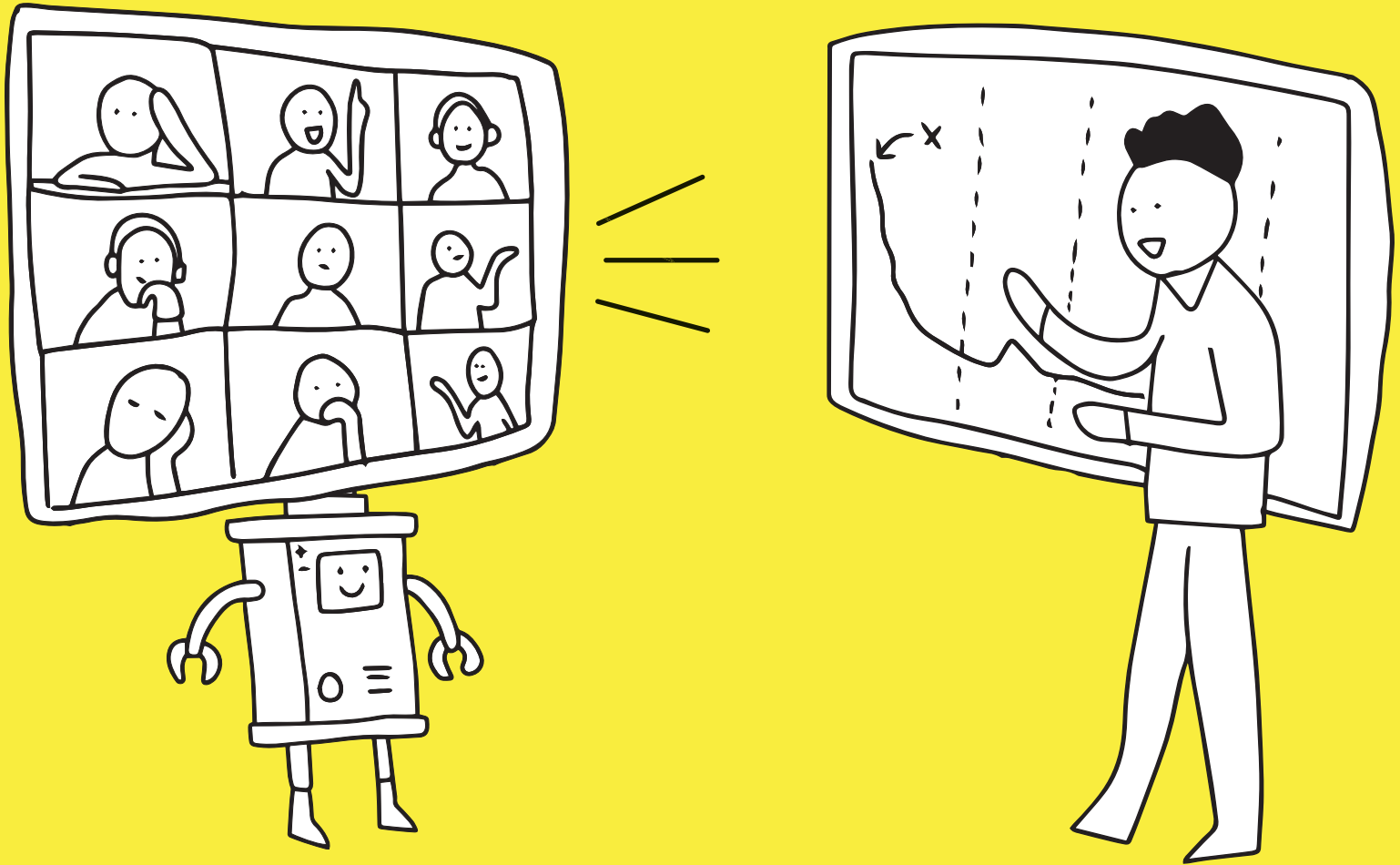
From the exploration all the way to scaling, there is a need for interdisciplinary teams that provide their T-shaped profile to the different phases.

For the development and growth of business ecosystems, it is crucial that all actors in the system can act as innovators and that the team-of-teams idea includes transparency and confidence regarding the activities of the individual decentralized units.

Transparency of the objectives and key results on the team and across team boundaries aims solely at making the company's growth initiatives visible at all levels of the organization.



NEW WAYS OF WORKING



New Ways of Working and Design Thinking for Business Growth

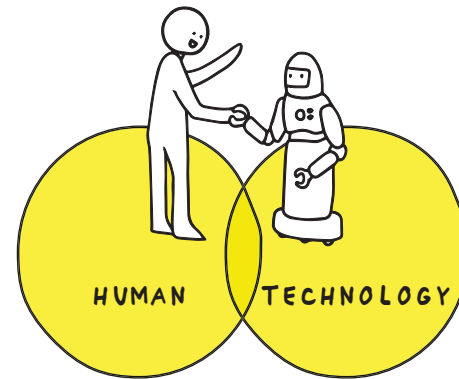
In addition to the purpose of joint goal attainment, the interaction with the business ecosystem offers other possibilities. Ecosystems provide access to talent and expertise, regardless of whether they are found at a technology supplier, research institution, a start-up, or perceived competitor. The resources of companies are limited, and not all (new) capabilities can be developed within the company. Through participation in business ecosystems, new ways of working policies can be implemented that are designed to generate new knowledge in a cooperative way of working, to obtain problem-solving skills, and to make use of skills in technology.

The decision of a company to enter into a business ecosystem play has a direct impact on the necessary skills of the workforce. Most important is the ability of the team to adapt quickly, to see changes as an opportunity, and to accept the complexity that lies in the design and participation in business ecosystems. As described above, this transformation entails an expansion of tasks not only for the ecosystem leadership team but for all employees involved in such an agile system.

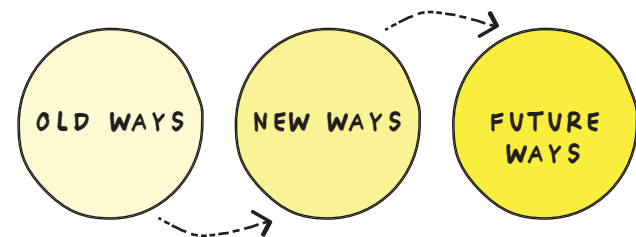
Human beings and technologies work best together when the strengths of both are exploited. And this mutual relationship is needed to ascertain new customer needs with empathy, to use human curiosity and imagination and the technology to boost efficiency, and realize exponential growth. The challenge consists of designing the work in such a way that ensures the success of people and machines.

The future way of working combines traditional roles and functions with technologies to exploit significant gains in productivity and efficiency.

**FUTURE:
CLOSE RELATIONSHIP,
HUMAN-TECHNOLOGY AS A TEAM**



Intelligent, (semi-)autonomous machine integration with humans and social systems



Future ways of working requires a combination of multiple traditional roles with technological capabilities, expertise, and social skills.

Transformation: Future of Work and VUCA

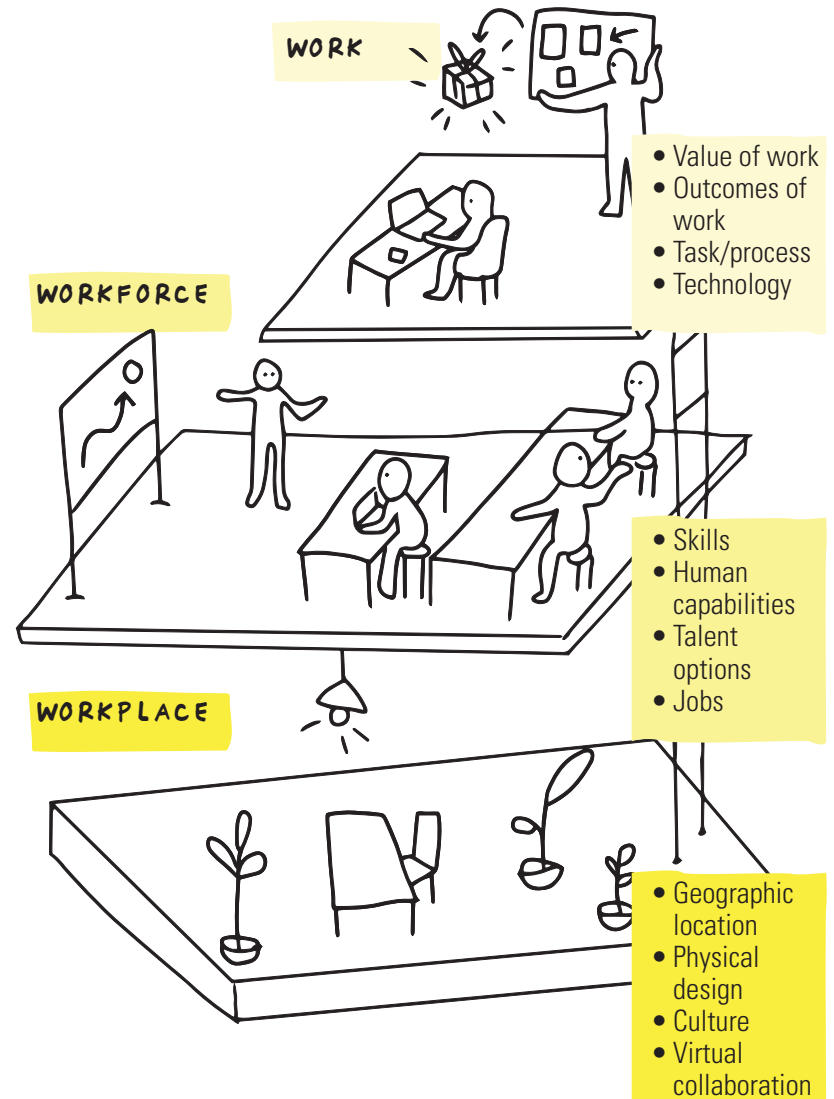
Future of work is a major transformation and takes place at three levels. For one, the **work** actually carried out is supported by contemporary technology to achieve the desired goals and create value for the business ecosystem initiative to be developed. Then at the level of the staff (**workforce**), a combination of different skills and talents. Included are not only the permanent employees but also freelancers, gig workers, crowd sourcing teams, and interdisciplinary teams that work together, e.g. in the context of co-creation in the relevant business ecosystem initiatives. The third level is the **workplace**, i.e. the place where the work is done and teams collaborate. For one, the term refers to the physical location and secondly, to the technologies used for digital collaboration. The location and the way in which collaboration takes place characterize the culture of “future of work.” With the increasing use of robotics, cognitive technologies, and AI, new forms of working emerge in which a person acts as a team with the machine. The world today consists of disruption, change, and transformation. The term for this is VUCA (volatility, uncertainty, complexity, ambiguity). In this context, every organization searches for new ways of learning and becomes a learning organization.

The respective design lenses help to get a grip on uncertainty, make complexity tangible and mappable and test assumptions iteratively and with agility.

Key questions about future of work:

- Who can do the work?
- Which work steps can be automated?
- Which technologies help in the collaboration of human beings and machines as a team?
- Where is the work conducted?

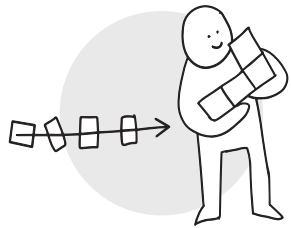
Various automation technologies work hand in hand with the teams. Tasks are completed faster this way. The new way human beings and technology work together as a team allows work sequences to be redefined.



View of VUCA Worlds

VUCA becomes a vital element in the context of design thinking for business growth because the system is rarely static. It is dynamic and changes very quickly and irregularly during particular phases. There is also a certain level of uncertainty about the time during which something is going to take

place and what the consequences will be. Since business ecosystems are complex and networked, a complete and static view is not possible. In addition, the situation in a business ecosystem is described and evaluated differently depending on the actor/person, which causes ambiguity.



**VIEW OF A
TYPICAL
VERTICALLY
INTEGRATED
COMPANY**

VUCA



**VIEW OF A
TYPICAL
BUSINESS
ECOSYSTEM
PLAYER**



PROFIT

Profit maximization, employees as a cost factor

HIERARCHIES

Traditional authoritarian and direct management relationships

CONTROL

Bureaucratization, standardization, centralization

PLANNING

Efficiency optimization, budgeting, strategic costing

CONFIDENTIALITY

Information as an imbalance in power, company secrets

VOLATILITY
(changeable, erratic)

UNCERTAINTY
(lack of clarity)

COMPLEXITY
(interactions)

AMBIGUITY
(misunderstandings)

PURPOSE

Meaning in vision and value proposition, ecosystem orientation

NETWORKS

Team of teams, human centered, digitized

ABILITY

Strengthening of customer-facing employees (decentralization)

EXPERIMENTS

Agile methods, design of MVPs, MVEs

TRANSPARENCY

Open workflow and knowledge sharing

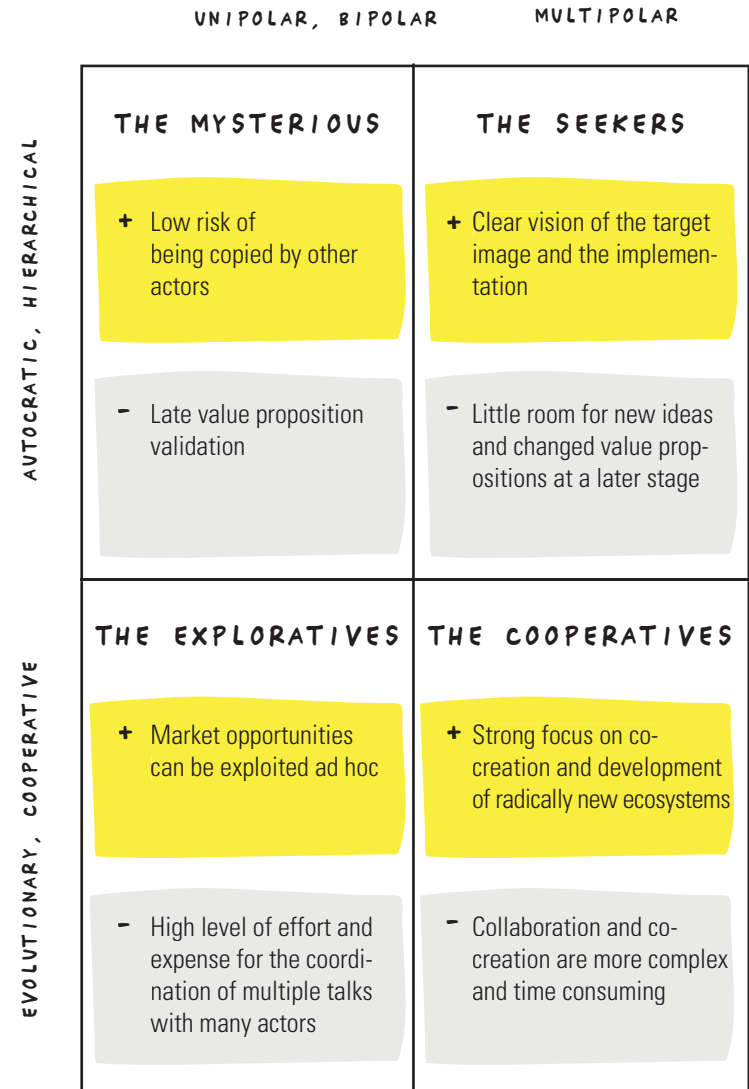
Points in Time for Cooperation and Opening Up

Co-creation is a key element in the solution of design challenges, the construction of first prototypes, MVPs, and of course the design of business ecosystems up to scaling since the actors in the system are seen as innovators who are close to the respective customer needs.

As briefly described before, starting points for business ecosystem considerations vary. While some companies are relying on cooperation and openness from the very onset, others are busy discussing the topic amid their ranks and draft first prototypes and MVPs.

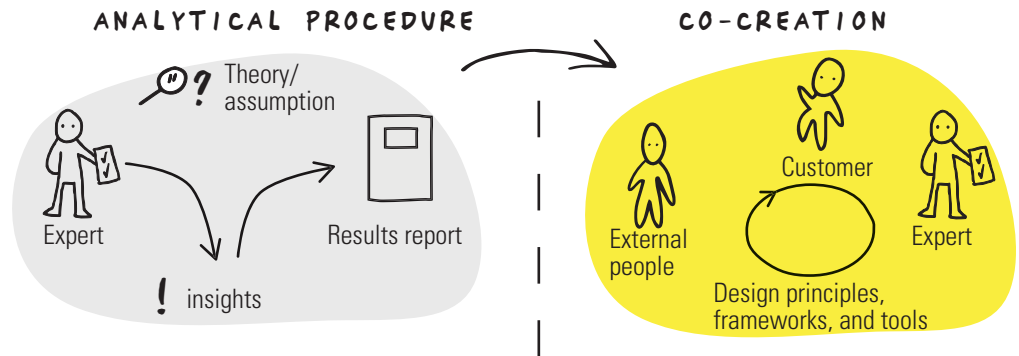
Four approaches to opening up can be observed. They all have advantages and disadvantages:

- 1. The cooperatives:** Companies that either have an idea to be discussed with other actors at an early stage or rely on the collaboration with others right from the onset to define a shared system.
- 2. The exploratives:** These companies not only have a strategy but experiment with various ecosystem approaches and look for opportunities to play an active part in other ecosystems.
- 3. The seekers:** Companies with a clear idea of where there are market opportunities for them. They actively seek out other actors to build ecosystems on their own or contribute their capabilities in specific constellations.
- 4. The mysterious:** This type of company plays their cards close to the chest. The strategy is discussed at the top management level. Prototypes and MVPs are developed behind locked doors. Only once the business ecosystem has been implemented is information shared with potential actors.



Co-creation Approaches

Different forms of collaboration lead to different goals. The forms of collaboration on the list mirror the mind-set and iterative procedures of the design lenses for an open and radical collaboration. Co-creation can be done with a customer/user and, later, in the context of designing business ecosystems with the other actors in the system.



FORM OF COLLABORATION	GOAL	BEHAVIOR
CONDUCT RESEARCH	Learn and understand	Be curious, observe, and understand the needs of customers; explore facts and dig deeper by asking WH questions (referring to Who? What? When? Where? Why? and How?).
OPEN	Develop and grow	Discard assumptions and prejudices; consciously search for other experiences and new perspectives; high level of willingness to change one's opinion due to new insights.
INTEGRATIVE	Be appreciative and act in a solution-oriented way	Avoid any unbalanced compromises when searching for win-win situations for all actors; creative reframing and use of different views of the world as an advantage for dynamics of change.
COLLABORATIVE	Team work and team of teams	Listen actively and build on the ideas from others; collaboration that aims at strengthening social cohesion.
REFLECTIVE	Be prudent and develop spirally	Reflect on actions and effectiveness; view challenges and problems in a wider context; mediate in situations in which different views must be reconciled.

To the Point !

For the design of and participation in business ecosystems, certain values, mind-sets, and ideas as well as open and transparent collaboration with other actors are vital.

Traditionally managed companies face the challenge of allowing new collaborative ways of working and simultaneously mapping contextualization in conventional strategy tools.



Employees will remain a decisive factor in work in the future since they take on ever more complex tasks and leave repetitive, mundane tasks to machines and automation.

The use of iterative frameworks in the various design lenses and adapted strategy methods in design thinking for business growth help with the elaboration and contextualization of the ecosystem and growth strategy.

Ecosystem leadership essentially means the task of networking of all actors involved in value creation.