

Ecosystems Research 2015

“Creating and capturing value in business ecosystems”

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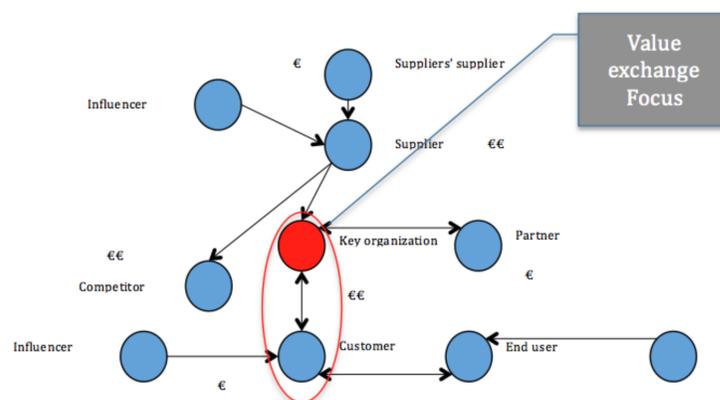
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Background

In today’s increasingly complex and interconnected world, customer needs for goods and services are better addressed by networks of interacting organisations – focal firms, suppliers, competitors, partners, complementors, and other stakeholders. Such networks act as business ecosystems in which companies’ strategies are closely interdependent, competition goes hand in hand with cooperation, and no single firm can succeed without relying on resources and capabilities controlled by others. Thinking in terms of ecosystems is increasingly important for large corporations worldwide. The research streams research focused on the partnership, hence two organisations. The question studied is *‘what are the factors that determine who creates and who captures value across ecosystems?’*

Research Objectives

The objective is to understand B2B value exchange in ecosystems. *‘How are different types of value being created within an ecosystem and captured by its customers?’*



Approach

Building on previous Alliance studies, the Ecosystems Research aims to answer this question, and develop an Ecosystem partnering value canvas, that firms can use to explore, interpret, understand and leverage the dynamics of partnering within the framework of a business ecosystem in which they participate.

Activities

The study has allowed us to identify macro-factors that firms need to consider for successful ecosystem partnering. These factors are represented in the canvas below. Despite a direct value transfer - which could be a product, a product service or a service offering - they split into two. First, *‘who would like to partner’* and second, *‘why the organisations would like to partner’*.

The sub sections separate into **Who**, in the organisation captures or creates value, when thinking about the organisational level. In addition, the management or the decision makers within the organisations will be capturing or creating value as a second focus.

The second subsection looks at **Why** would the above be looking to exchange value. This would split into a strategic intent and the reduction of risk.



Expected Outputs

1. Strategic canvas to be used in management workshops to deeper understand an existing partnership or to select a new partner within complex service ecosystems.
2. Executive briefing and academic article.