

Business Ecosystems: Towards a Classification Model

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Agenda

Ecosystems and Value

Theoretical background

Research Process / Methods / Data

Classification Model

Summary

Thoughts on Ecosystems

Why Ecosystems?

- Modern service delivery is often intertwined with other companies. Often these connections are not only supplier relationships.

Why Value from Ecosystems?

- The delivery of value from an ecosystem should go beyond the capability of the counted single entity in the ecosystem

Definition of Maturity & Timeline?

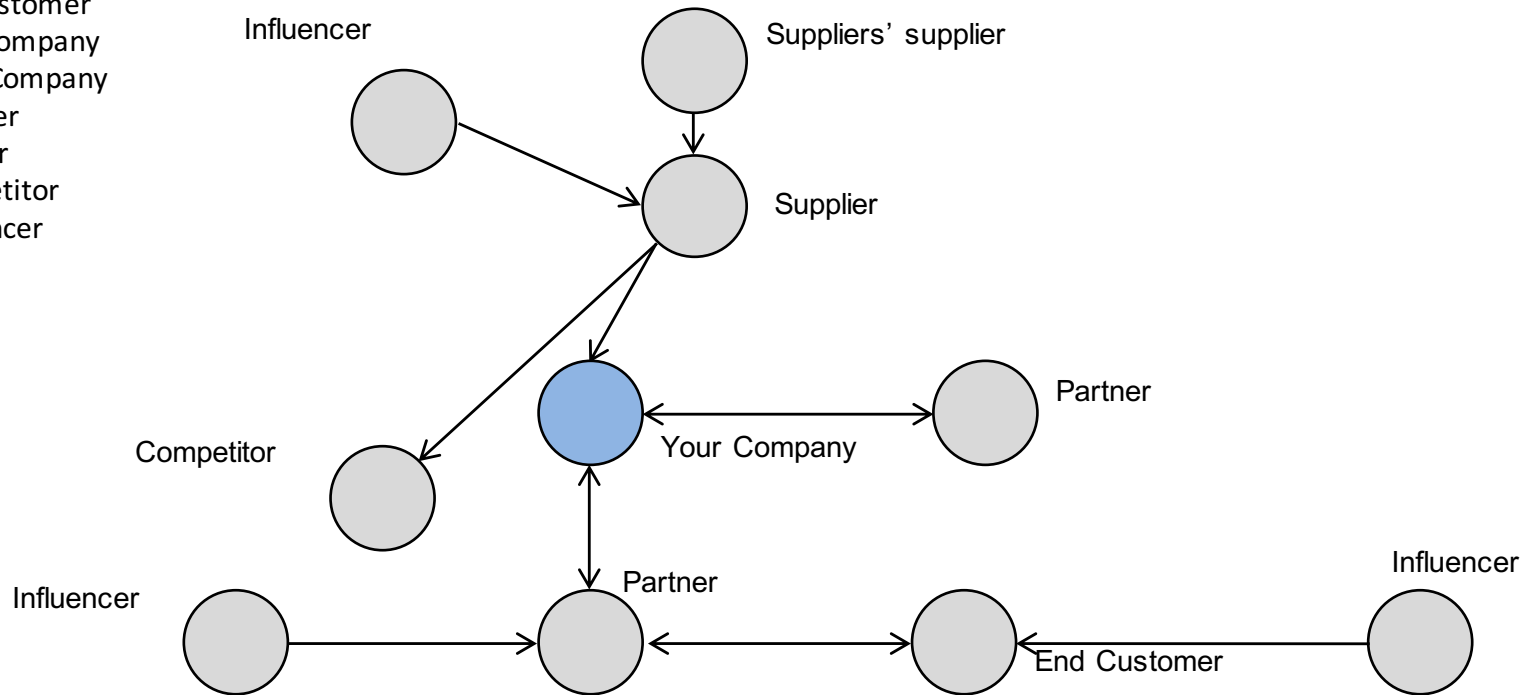
- To have a discussion on Ecosystems a group of people needs to first define the maturity / timeline of the discussion (New Ecosystem vs Enhance / Current, one year, five year planning horizon)

Mapping your ecosystem

Considering all important participants

Map your Ecosystem

1. Define the end customer
2. Define all participants
 - End Customer
 - Your Company
 - Focal Company
 - Supplier
 - Partner
 - Competitor
 - Influencer

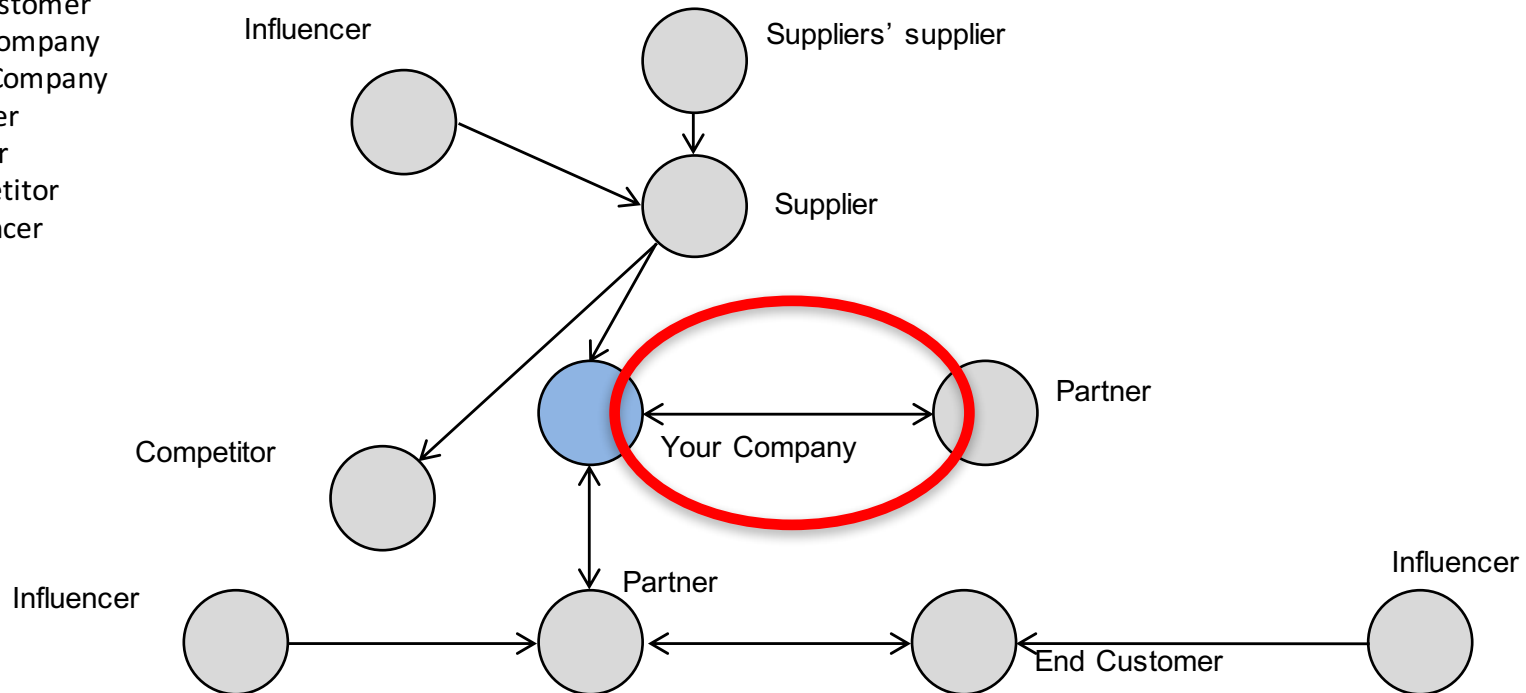


Mapping your ecosystem

Focus on value exchanged between partners

Map your Ecosystem

1. Define the end customer
2. Define all participants
 - End Customer
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 - Partner
 - Competitor
 - Influencer



Theoretical Background

Theory:

- Resource-dependence perspective (Pfeffer and Salancik, 1978)

Definition:

- Business ecosystems are defined as a network of organisations and individuals that collaborate and evolve roles and capabilities, as well as synchronising their investments to build value and increase efficiency (Moore, 1993; Williamson and De Meyer, 2012).

Gap:

- There is a gap in the literature when it comes to understanding the way in which companies link with one another within ecosystems.
- This paper aims to contribute to the discussion on the relation between companies and would like to offer a differentiation framework.

Research Question:

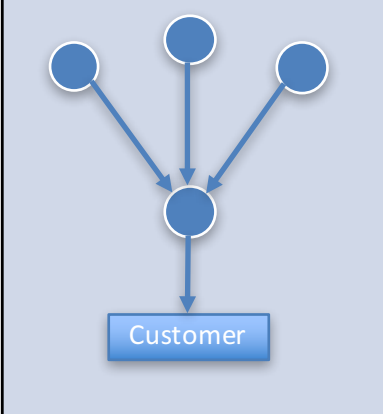
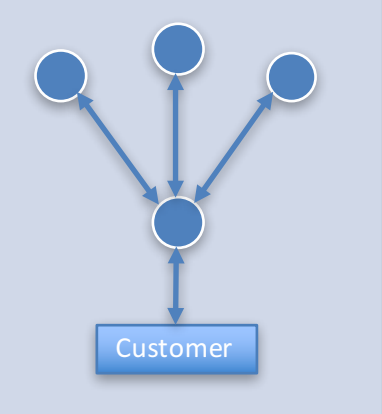
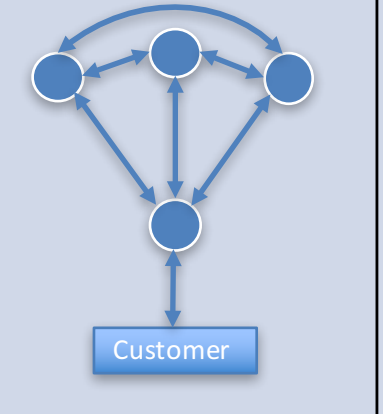
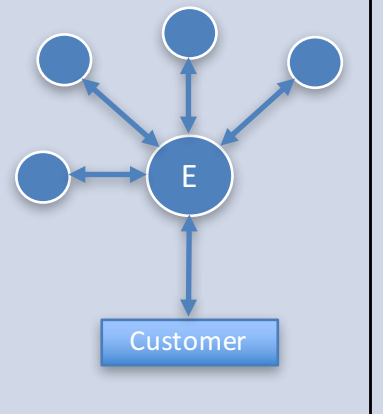
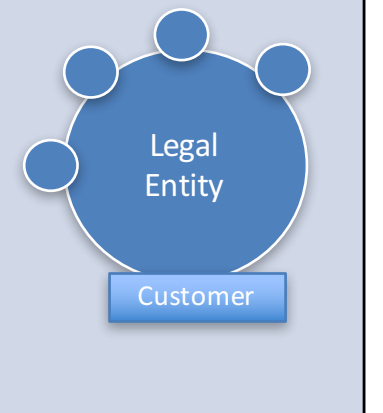
“How do companies organise the value exchange within ecosystems?”

Research Process

Phase	Information gathered	Participants
Literature review	Seventy peer-reviewed papers.	Selection criteria reviewed by three other senior researchers.
Focused interviews	Qualitative, open-ended interviews, recorded and transcribed.	Managing directors and general managers.
First workshop	Workshop of two days, discussing B2B ecosystem collaboration.	Managing directors and general managers from four different multinational cooperations (fifteen participants).
Verification interviews	Qualitative interviews verifying the draft classification model.	Four interviews with managerial staff from multinational cooperations.
Second workshop	Workshop of two days, discussing the classification model.	Managing directors and general managers from multinational cooperations (ten participants).

The third dimension

Ecosystems' differ in their type of partner connections
(the Value View)

1	2	3	4	5
Commodity Supply	Bi-directional	Multi Directional	New entity	New legal entity
				
<p>Value Flow is one directional and of commodity nature. No need for innovation, just need for supply of service</p>	<p>Value delivered changes on requirements of the focus company. Innovation need is higher than in (1).</p>	<p>The value delivered needs closer communication between all ecosystem participants to fulfil requirements for the outcome.</p>	<p>A new Entity (E) is formed by the partners. The delivery of the value is done by the entity. The staff members from the partners are staying in their original legal companies.</p>	<p>A new Legal Entity (LE) is formed by the partners as a delivery mechanism of the ecosystem. The staff members from the partners are seconded into the new legal entity. The partners are owners of the legal entity.</p>

Summary / conclusion

The unit of analysis is the dependencies and the ecosystems' operational connections in B2B relationships.

The resource-dependence perspective has been used and has defined that companies are not sustainable without external dependencies (Pfeffer and Salancik, 1978).

A categorisation that has been split into five parts was determined, namely, commodity supply, bi-directional, multi-directional, new entity and new legal entity.

The classification shows that there are different types of ecosystem connection,

The difference in the definable types has an impact on the proximity of the companies involved in the ecosystem and also on the components needed for the implementation of a functioning ecosystem.

The work will help practitioners to better understand business ecosystems and their operations.

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Service Week 2016: Industry Day Conference

Growing Your Service Business in an Age of Digital Disruption

11th Oct. 2016

cambridgeservicealliance.eng.cam.ac.uk/ServiceWeek/ServiceWeek2016/serviceweek2016Industry

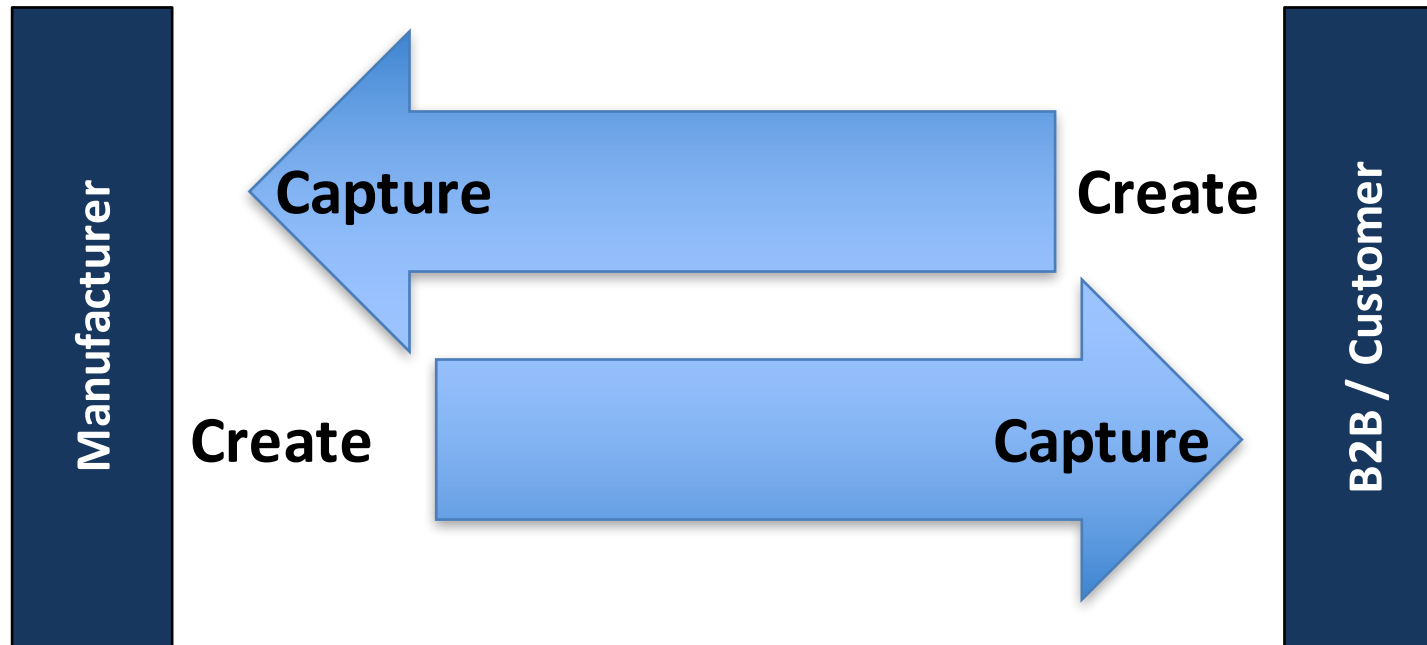
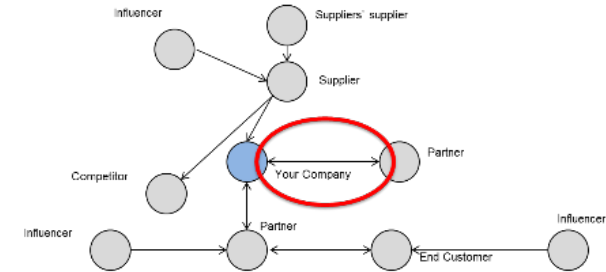
Making the shift to services

Two-day executive workshop; 23 - 24 November 2016

<http://www.ifm.eng.cam.ac.uk/events/shift-to-servicesnov16/>

Direct Value Creation and Capture

Considering the ecosystem partners



The world is moving from a single delivery company to partnerships and ecosystems...

Firms

Competition

Product Delivery

Top Driven Hierarchies

Managing

Contract

Complex Service Capability Delivery will make changes to the way company boundaries are defined and how firms are run!

Partnerships & Ecosystems

Co-opertition

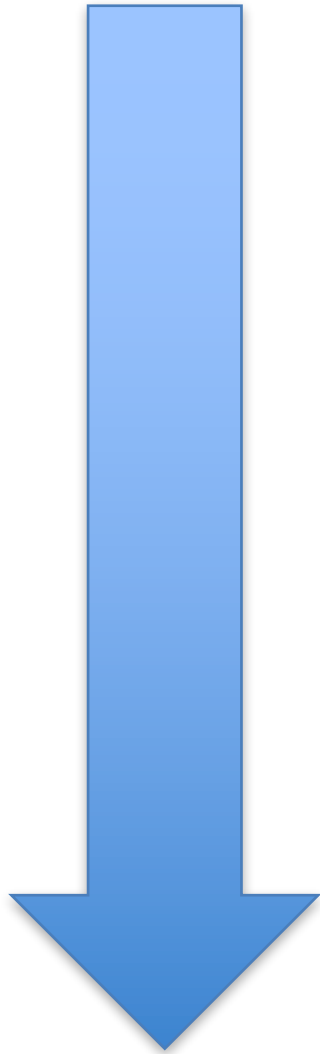
Complex Solution Delivery

Local Flat Hierarchies

Engaging

Relationship

Ecosystem – Value delivery



Economy

An area of the production, distribution, or trade, and consumption of goods and services by different agents in a given geographical location

Markets

is one of the many varieties of systems, institutions, procedures, social relations and infrastructures whereby parties engage in exchange.

Business Networks

A complex network of companies, working together to accomplish certain goals.

Ecosystems

An economic community supported by a foundation of interacting organizations and individuals—the organisms of the business world.

Enterprise

is an entity involved in the provision of goods and/or services to consumers. Businesses are prevalent in capitalist economies, where most of them are privately owned and provide goods and services to customers in exchange for other goods, services, or money.

Programmes

the process of managing several related projects, as in business or science, often with the intention of improving an organization's performance.

Projects

is the discipline of initiating, planning, executing, controlling, and closing the work of a team to achieve specific goals and meet specific success criteria. A project is a temporary endeavour designed to produce a unique product, service or result

Financial Transaction

is an agreement, communication, or movement carried out between a buyer and a seller to exchange an asset for payment.

Forthcoming Webinars

Date	Topic	Invited speaker
14:30hr BST		
2017		
June 12th	Exploring the Service Journey	Veronica Martinez
July 10th	Business Ecosystems: Towards a Classification Model	Florian Urmetzer
Sept 11th	Bridging the Co-creation Gap between Co-creators, Companies and Living Lab	Katherina Greve
Oct 2nd	Barriers and Facilitators to Incident Reporting in Servitized Manufacturers	Chara Makri