Ecosystem design: Why, How and When Building an Ecosystem?
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Keynote outline:

1. Ecosystem strategy - a new, competitive paradigm: *Why* care about ecosystems?

- Why it matters?
  - Why do firms design ecosystems instead of products?
  - What are ecosystems and how do they differ from other organizing modes
    - (differences between platforms and ecosystems)
  - How are they changing the competitive landscape
- Why now?
  - Ecosystems have long traditions but in different forms (eg. localized and specialized industrial districts). What makes them so relevant now?
- Why care?
  - How do they redefine the competitive landscape and competitive dynamics
    - (redefine the logics of value creation and value appropriation)
    - (redefine the business architecture)
    - (managing inter-firm activities' interactions becomes more important than performing activities)
    - (redefine firm's competitive positioning and logics in the new, broader business context)

2. Ecosystem design – elements and challenges: *How* to design ecosystems?

- The core elements of ecosystem design
  - Value-creation drivers in ecosystems: complementarities and ecosystem alignment
  - Shifting processes (and organization logics):
    - from product architecture to value system (interconnected products) architecture
    - from managing internal innovation processes to orchestrating interdependent innovations
    - from "making" to "enabling"
- The main challenges in designing and building ecosystems
  - The <u>design</u> challenge – make and give sense.
    - What is the new vision (for the organization and for the ecosystem)?
    - How will the company create value and compete in the new competitive domain?
    - Why should users and other organizations participate in your ecosystem?
  - The <u>architecture</u> challenge:
    - How to envision a new business architecture that goes beyond current product, market and industry boundaries?
    - Framework about how to re-design the architecture of relationships with external firms based upon an ecosystem

3. Digital transformation: *When* do you need an ecosystem?

- Demystifying some myths about ecosystems
  - Not everything is an ecosystem! In fact, there are few!
  - Not all ecosystems need a platform
  - Not every business needs a platform or ecosystem; but you do need an ecosystem strategy!
- When to transition to an ecosystem?
  - When do you need an ecosystem (and when do you need a platform)?
  - Framework about how to think about digital transformation