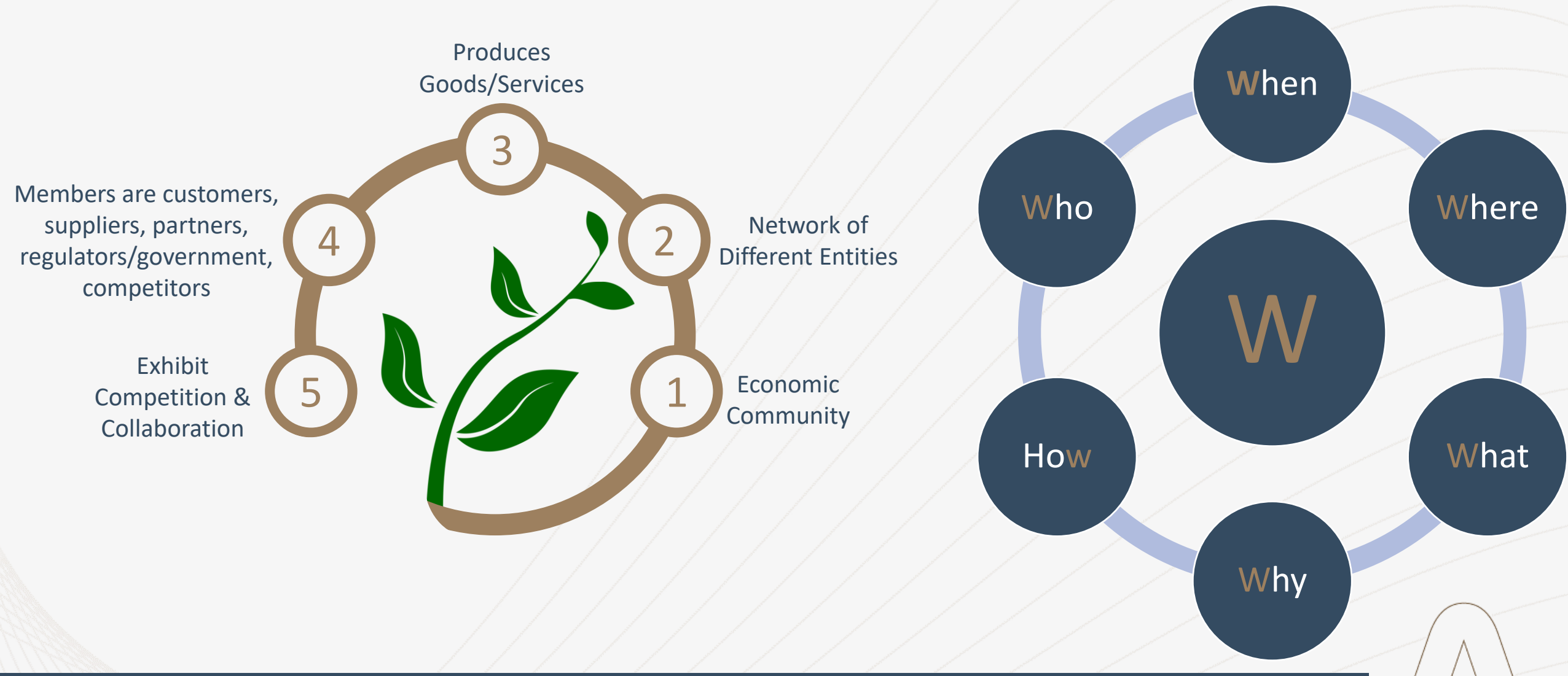


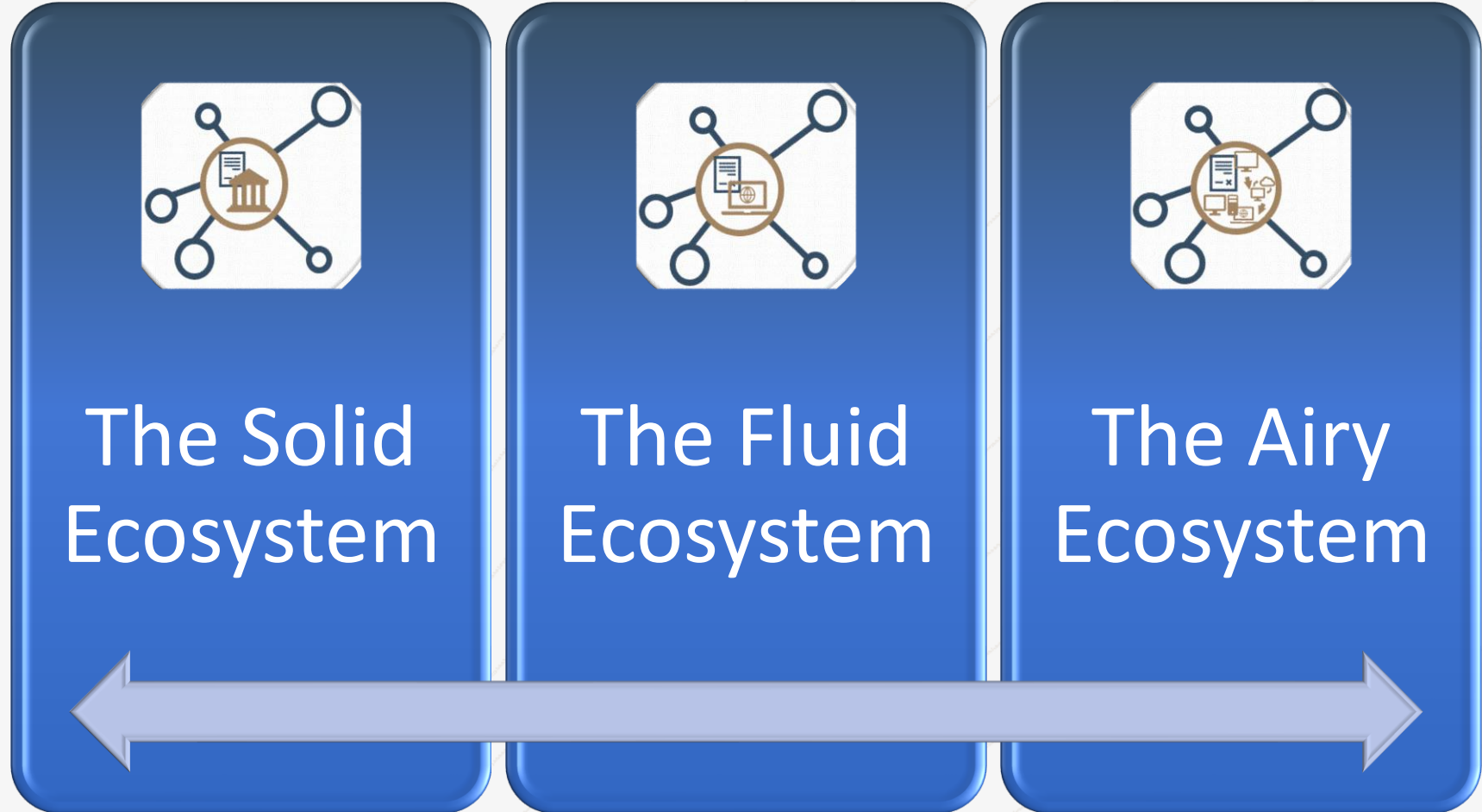
The W of Ecosystem

Dr. Salman Shobaki – DG Advisor

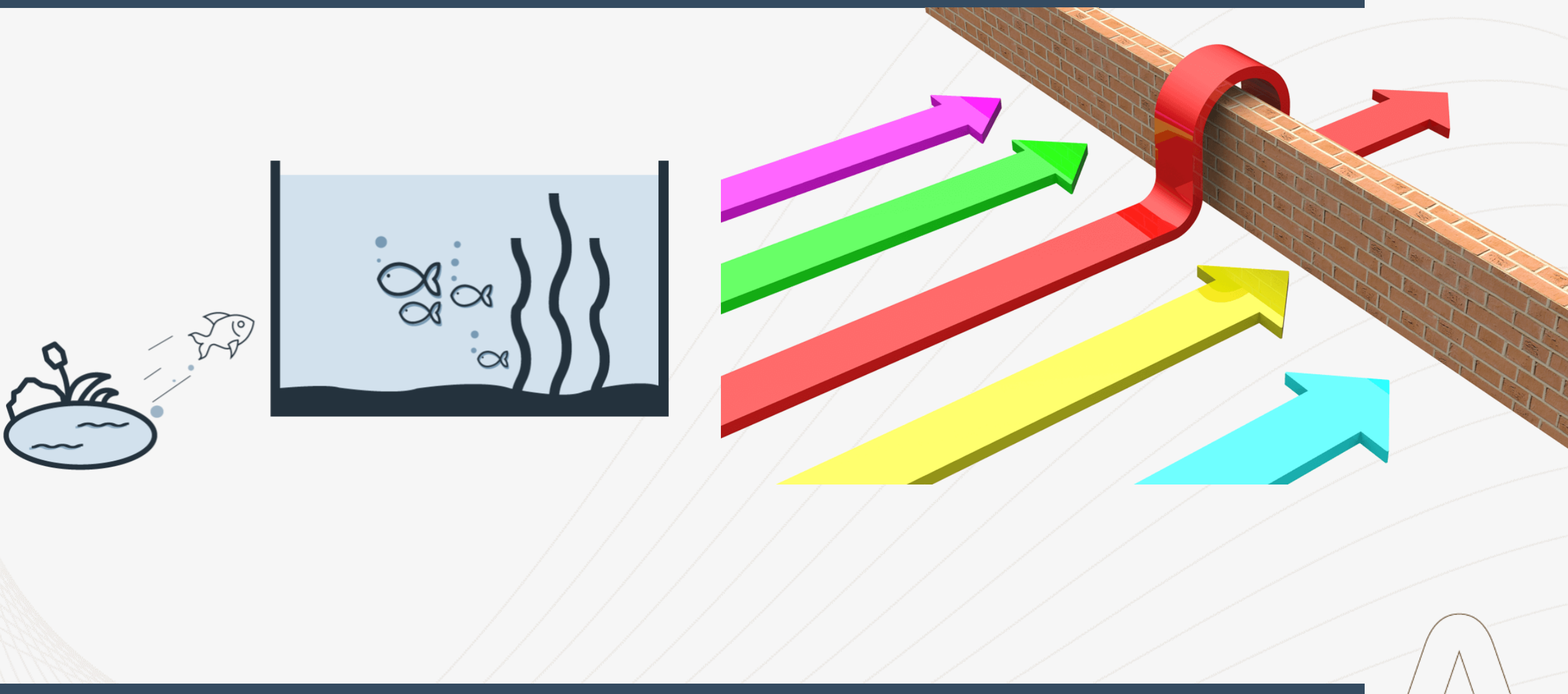
The “W” of Business Ecosystem



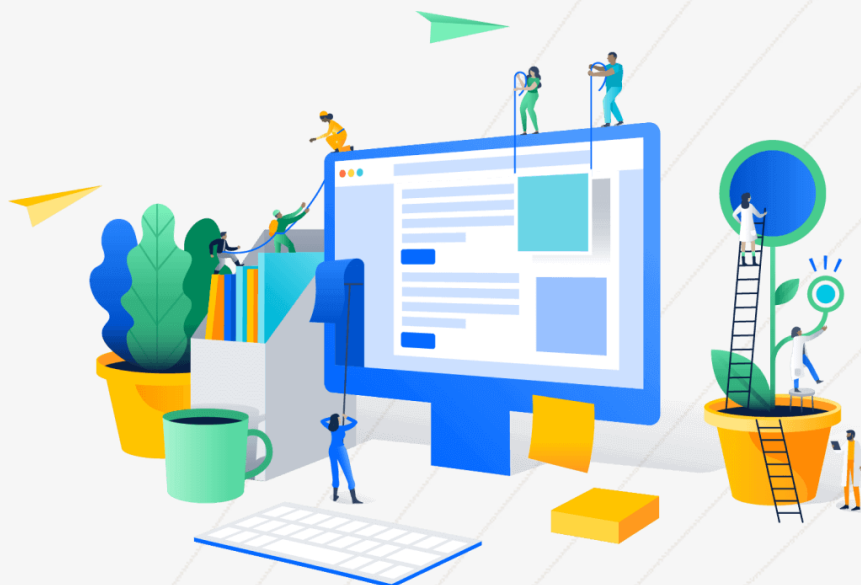
What: Different Models



But Why?

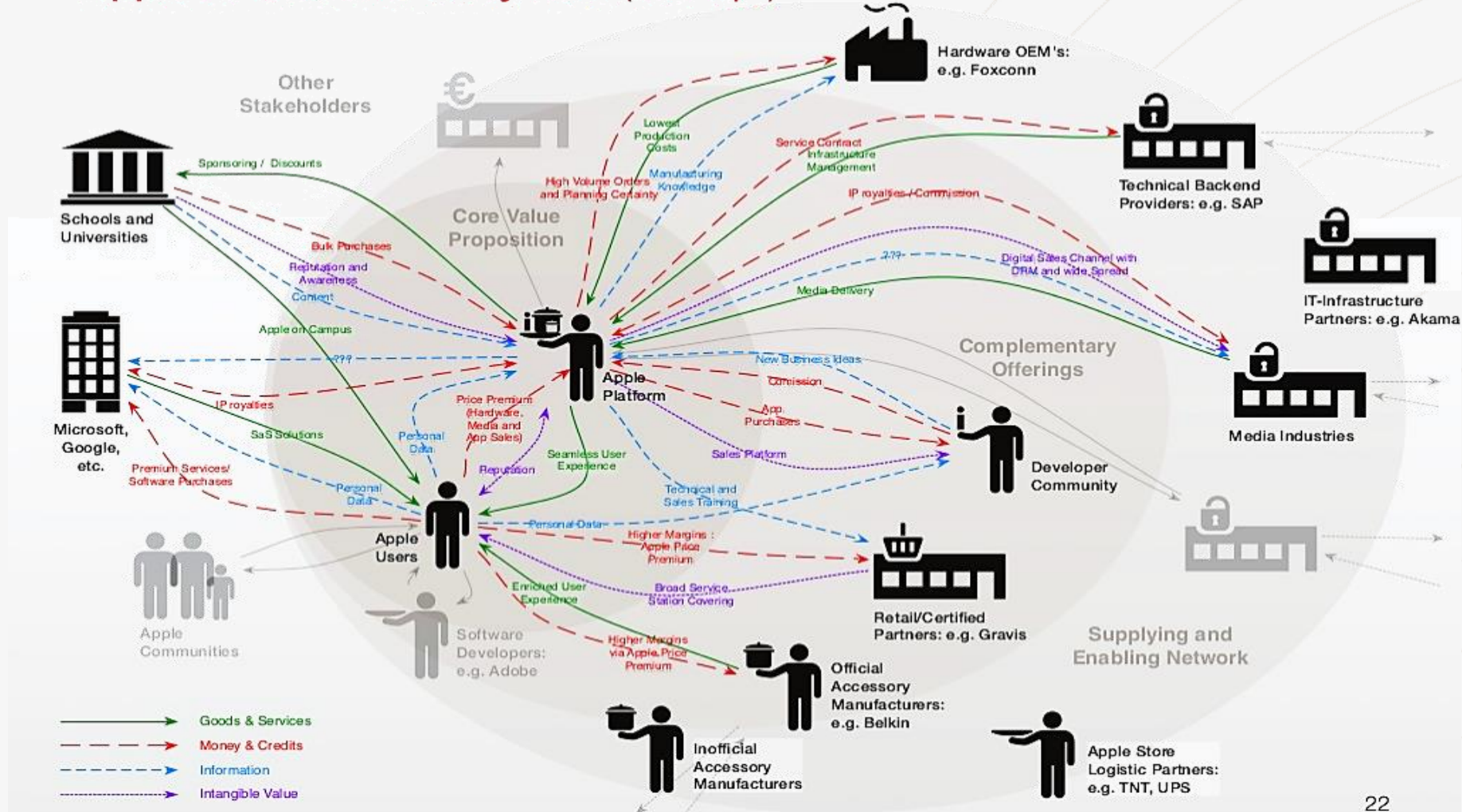


But Why?



How does it look like?

Apple's Business Ecosystem (Excerpt)



How does it look like?

Alibaba Ecosystem

The following chart sets forth the key businesses and services provided by us and Ant Group⁽¹⁾, our major cooperation partner.

Core Commerce



Digital Media and Entertainment



Innovation Initiatives



- Logistics Infrastructure for Core Commerce and New Retail Initiatives

菜鸟网络
Cainiao

菜鸟网络
Cainiao

- Marketing Services and Data Management Platform

alimama

- Payment and Financial Services Infrastructure

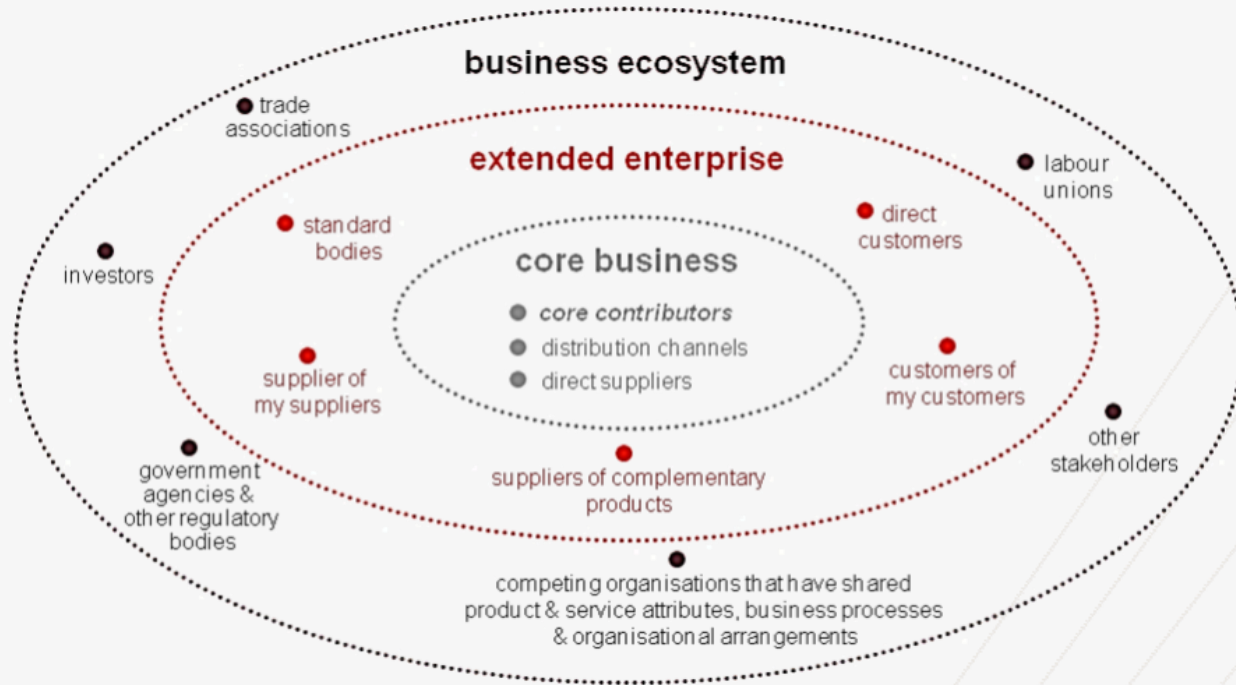
蚂蚁集团
ANT GROUP

- Technology Infrastructure for Digitalization and Intelligence

Alibaba Cloud

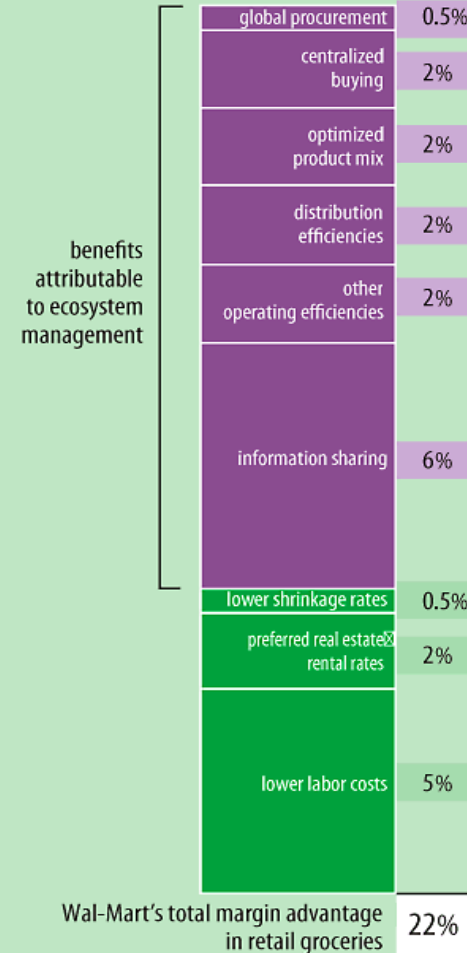
- Data Technology for Digital Media and Entertainment

How does it look like?



based on: James F. Moore, *death of competition*, John Wiley & Sons, USA, 1996

The Ecosystem Edge



More than half of Wal-Mart's cost advantage in the retail grocery business results from how the company manages its ecosystem of business partners. For example, by sharing information, Wal-Mart is better able to match supply and demand across the entire ecosystem, increasing productivity and responsiveness for itself—and for its partners.

Source: authors' analysis of company data.

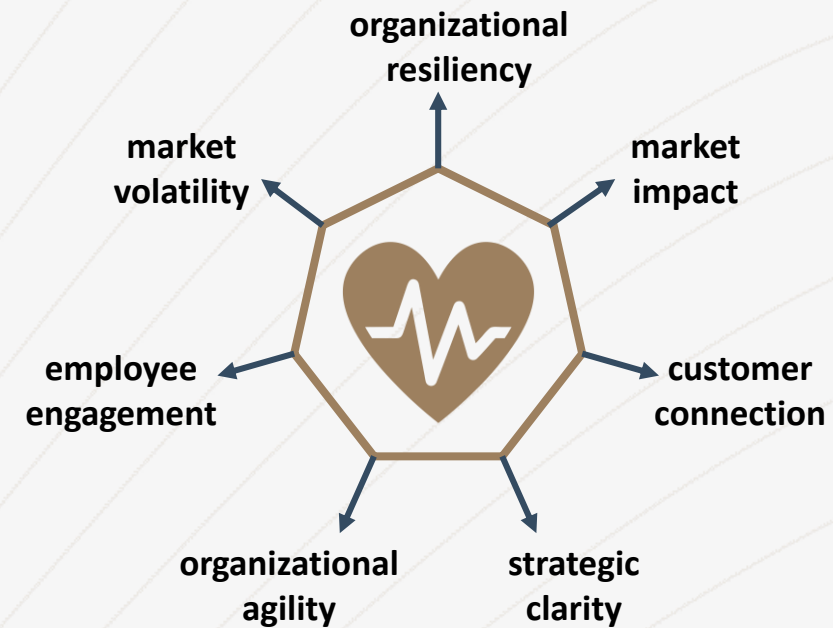
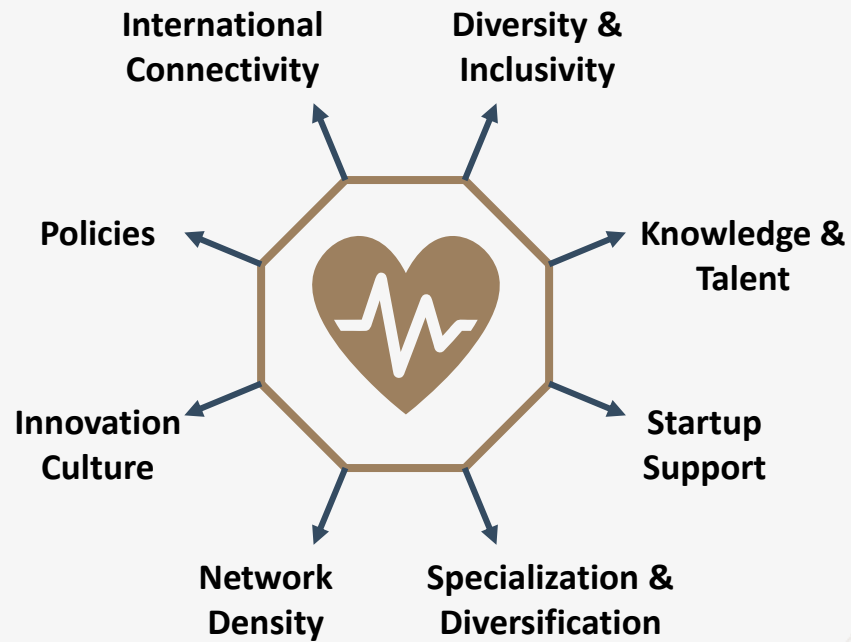
Microsoft and Its Ecosystem

Microsoft's success depends on the health of the numerous domains—some of which comprise thousands of organizations—that make up its software ecosystem.

Domain	Number of Firms
Systems integrators	7,752
Development services companies	5,747
Campus resellers	4,743
Independent software vendors	3,817
Trainers	2,717
Breadth value-added resellers	2,580
Small specialty firms	2,252
Top value-added resellers	2,156
Hosting service providers	1,379
Internet service providers	1,253
Business consultants	938
Software support companies	675
Outbound hardware firms	653
Consumer electronics companies	467
Unsegmented resellers	290
Media stores	238
Mass merchants	220
Outbound software firms	160
Computer superstores	51
Application service provider aggregators	50
E-tailers	46
Office superstores	13
General aggregators	7
Warehouse club stores	7
Niche specialty stores	6
Subdistributors	6
Applications integrators	5
Microsoft Direct resellers	2
Microsoft Direct outlets	1
Network equipment providers	1
Network service providers	1

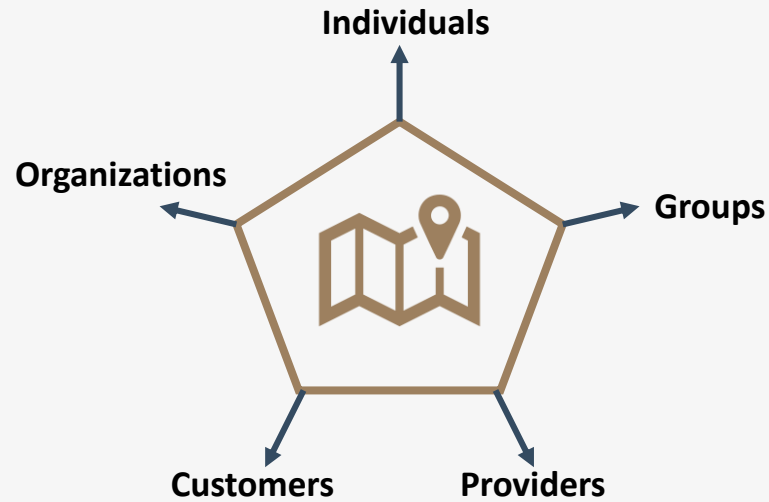
Source: company data.

Dive Into Your Ecosystem?

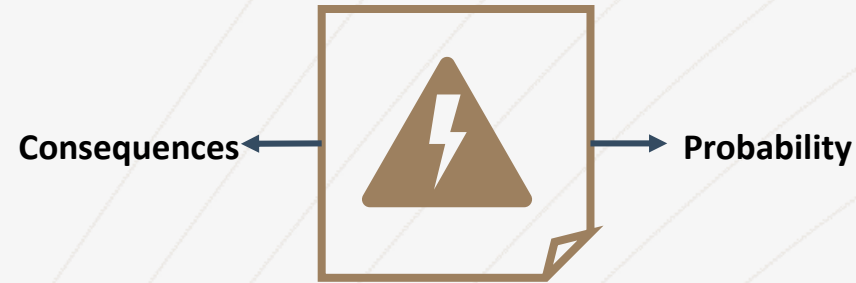


Assessment

Dive Into Your Ecosystem?



Mapping



Vulnerability Assessment

Linking it to Strategy and Value Creation



Harvard
Business
Review

Strategy as Ecology

by Marco Iansiti and Roy Levien

From the Magazine (March 2004)

Summary.

Microsoft's and Wal-Mart's preeminence in modern business has been attributed to any number of factors—from the vision and drive of their founders to the companies' aggressive competitive practices. But the authors maintain that the success realized by these two very different companies is due only partly to the organizations themselves; a bigger factor is the success of the networks of companies with which Microsoft and Wal-Mart do business.

Most companies today inhabit ecosystems—loose networks of suppliers, distributors, and outsourcers; makers of related products or services; providers of relevant technology; and other organizations that affect, and are affected by, the creation and delivery of a company's own offering. Despite being increasingly central to modern business, ecosystems are still poorly understood and even more poorly managed. The analogy between business networks and biological ecosystems can aid this understanding by vividly highlighting certain pivotal concepts.

The moves that a company makes will, to varying degrees, affect the health of its business network, which in turn will ultimately affect the organization's performance—for ill as well as for good. Because a company, like an individual species in a biological ecosystem, ultimately shares its fate with the network as a whole, smart firms pursue strategies that will benefit everyone.

So how can you promote the health and the stability of your own ecosystem, determine your place in it, and develop a strategy to match your role, thereby helping to ensure your company's well-being? It depends on your role—current and potential—within the network. Is your company a niche player, a keystone, or a dominator? The answer to this question may be different for different parts of your business. It may also change as your ecosystem changes. Knowing what to do requires understanding the ecosystem and your organization's role in it. [close](#)

Finding Value

Using Ecosystem Mapping and Value Network Analysis to Navigate Complexity in Corporations and Communities By Maya Townsend

Several years ago, I was hired by a software client to help with strategic planning. When the company started fifteen years ago, its product was revolutionary but its uniqueness was not a permanent state. Other companies were offering software that provided similar functions. The channel partner who sold the company's software was now offering a competitive product. Furthermore, hardware companies were embedding the software's features into devices like printers, scanners, and faxes. This company needed help figuring out how to move forward amidst these challenges.

Eight years later and 2000 miles away, a diverse group came together to improve the health of adolescents in Austin, TX. Led by Nikki Treviño, Program Supervisor at the Health & Human Services Department in Austin, and facilitated by Stephanie

Nestlerode of Omega Point International, the Austin Healthy Adolescent (AHA) Initiative envisions a world in which adolescents are active decision makers and fully engaged in improving their own health and the health of their communities. The AHA Initiative ran into a critical issue: different groups perceived the system in radically different ways. These perspectives were so complex and varied that it became difficult to intervene.

Both groups used ecosystem mapping or value network analysis (VNA)—or both—to help them navigate complexity. This article presents both methodologies and shows how they can help companies like the software client and communities like the AHA Initiative think about the complexity of their environments and find innovative options for action.

Making it work

Initial status of the organization

- 0 Status quo: positioning of the existing ecosystem if any?

Trends

- 1 Analyzing the future development of customers needs and the organization

Deriving structure of new ecosystem

- 2 Specifying the idea: deriving the core value proposition and target groups
- 3 Specifying services and needs of participants in the ecosystem
- 4 Activities in the context of the core value proposition
- 5 Deriving participants based on activities (target situation)
- 6 Complete ecosystem Canvas

Ecosystem business case

- 7 Individual return mechanism

Ecosystem portfolio strategy: Build or Integrate

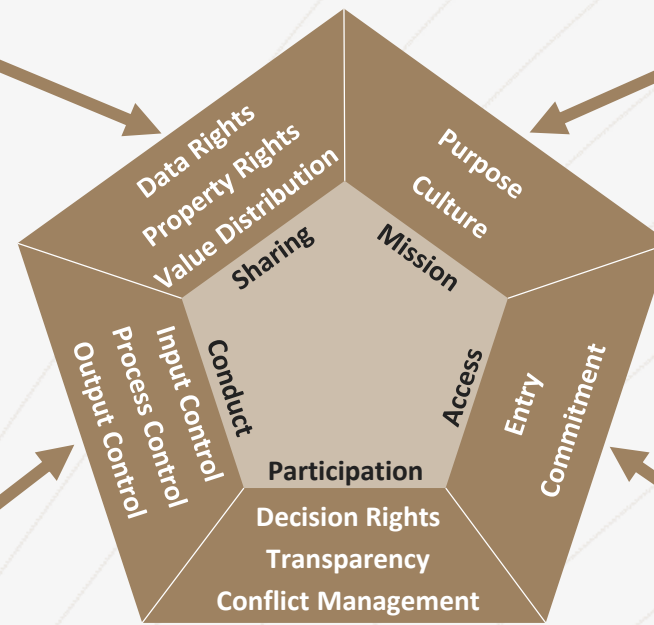
- 8 Establishing the outlined new ecosystem or participating in existing one
- 9 Ecosystem portfolio strategy



Ecosystem Strategy and Governance models

What are the rules that regulate data rights and other property rights, and how is the value created by the ecosystem distributed among stakeholders?

What are the common purpose and culture that guide and align the stakeholders of the ecosystem?



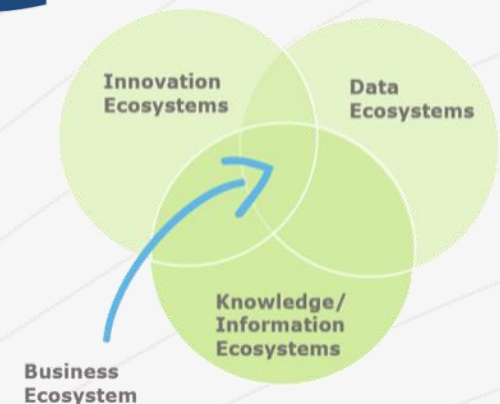
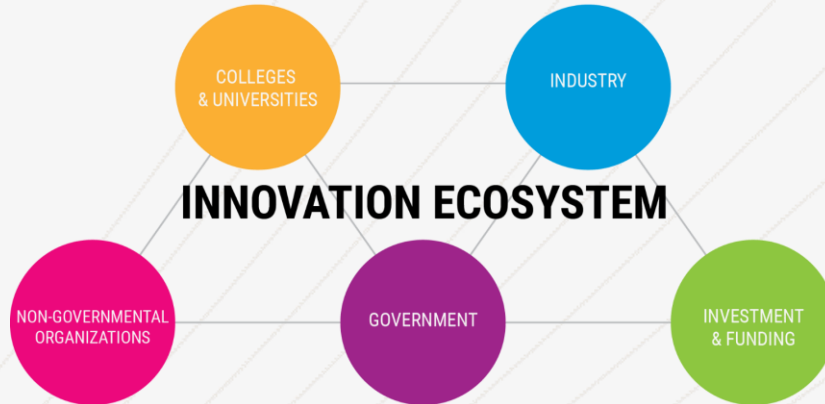
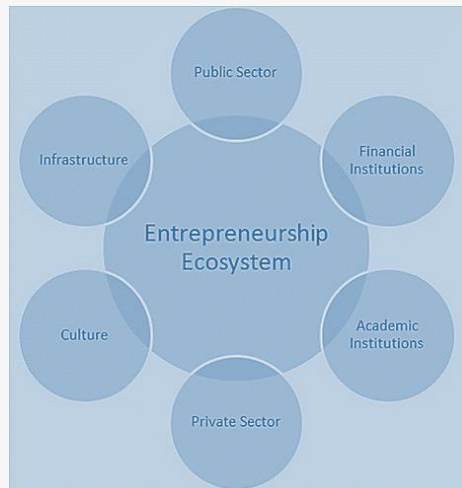
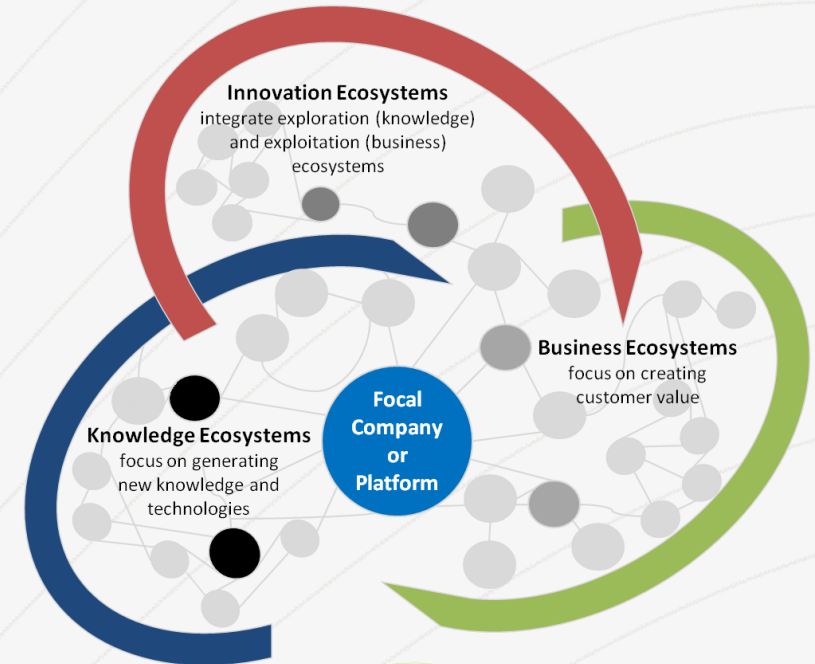
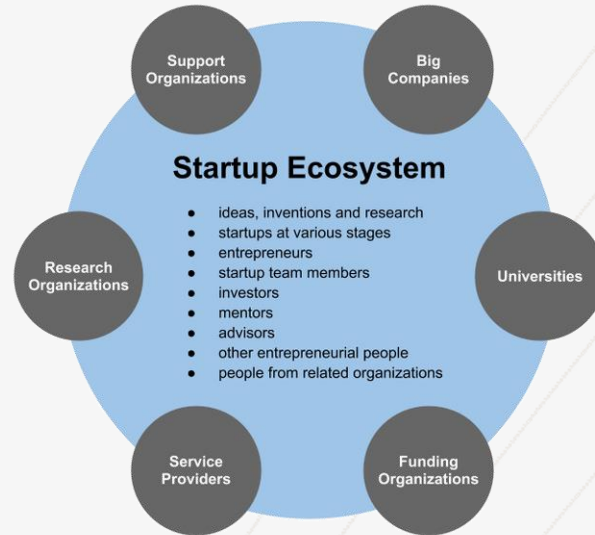
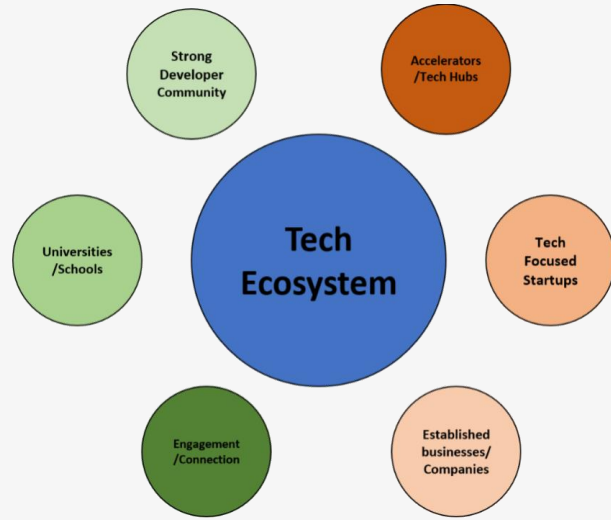
How is the behavior of ecosystem stakeholders regulated by controlling the input they provide, the process they need to follow, and the output they generate?

Who is allowed to enter the ecosystem, and what level of commitment in terms of exclusiveness and/or specific co-investment is required?

How are decision rights distributed among ecosystem stakeholders, how transparent are the governance model and strategic roadmap, and how are conflicts resolved?

A FRAMEWORK FOR ECOSYSTEM GOVERNANCE

So where is this going?



KACE Government Excellence Model 5.0

تركز منظومة التميز الحكومي الأردني على تبني الجهة لرؤية طموحة مستندة الى دورها الوطني والقطاعي والمؤسسي والتي توجهها في جميع أعمالها وتساعد في صياغة رؤيتها المستقبلية وتحويلها إلى واقع ملموس مع التركيز على تفعيل الترابط ثلاثي الابعاد في التخطيط للجهة الحكومية للوصول إلى تحقيق الرؤى الوطنية ذات العلاقة والعمل على تحقيق أهدافها ومؤثراتها بما يساهم في تعزيز تنافسية الأردن.

الترابط
والتكامل ثلاثي
الابعاد



تساهم منظومة التميز الحكومي في تعزيز دور القيادة المشتركة في الجهات الحكومية من خلال إيجاد قادة ملهمين قادرين بتشاركية على صياغة المستقبل وتحقيق الرؤية المستقبلية المستدامة وملهمين بتقديم القدوة الحسنة في القيم والسلوك الإيجابي ويشحذون الهمم ويسعون إلى إيجاد ثقافة مؤسسية تشجع على الابتكار والتطوير المؤسسي.

قيادة مشتركة
ملهمة
وملهمة



تركز منظومة التميز الحكومي على الارتقاء بالخدمات المقدمة من قبل الجهات الحكومية لمتلقي الخدمة بدايةً بتصميم القيمة (الخدمات) بناء على احتياجاتهم وتوقعاتهم الحالية والمستقبلية واشراكهم وانتهاءً بتقييم تجربتهم والاستفادة منها في التطوير والتحسين على القيمة المقدمة.

خلق قيمة
مستدامة لمتلقي
الخدمة

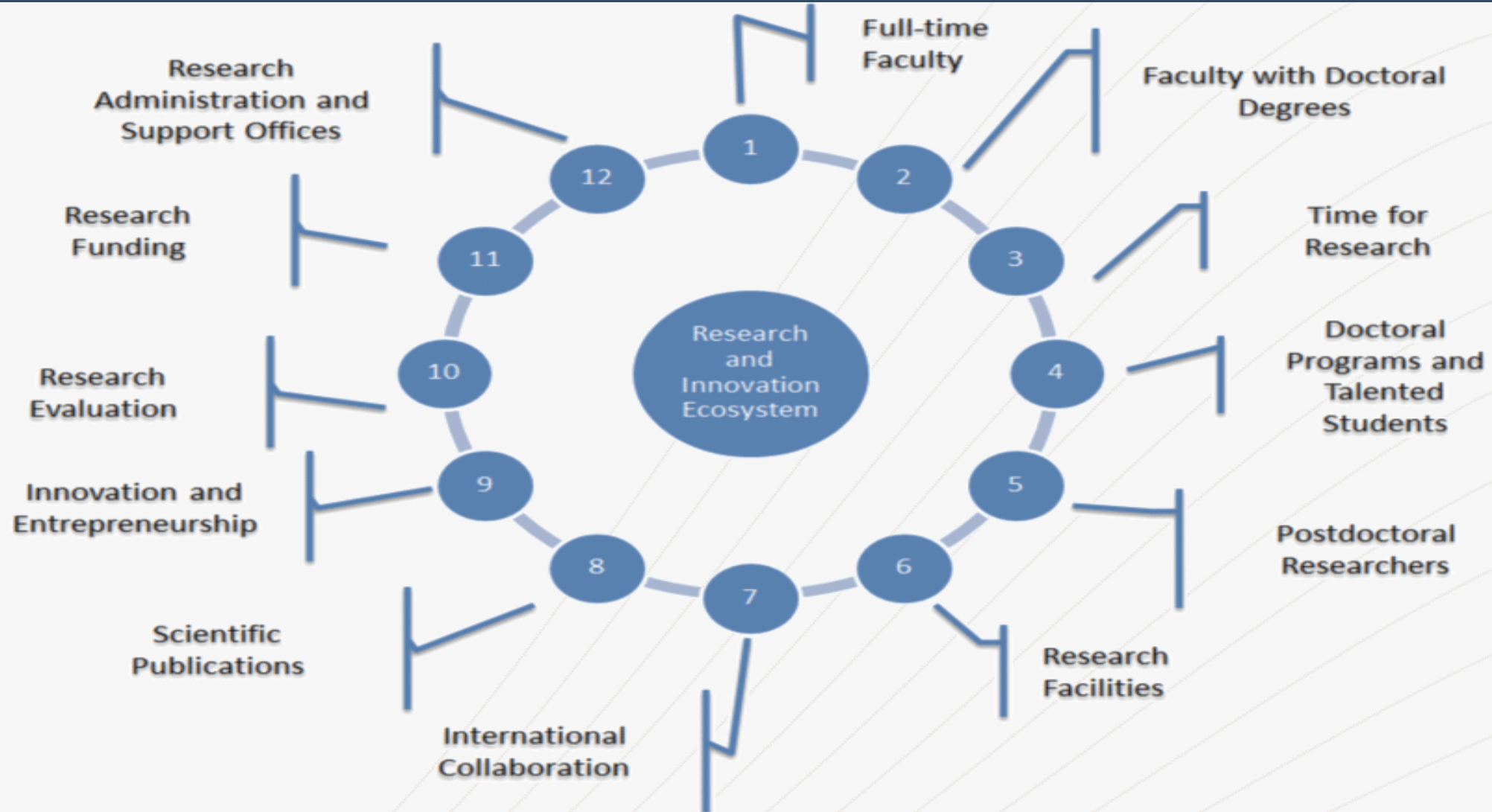


التركيز على العمل ضمن منظومة متكاملة من خلال فهم النظام المحيط والمؤثر بالجهة وعناصره المختلفة والعوامل الخارجية المؤثرة على توجهها الاستراتيجي وتنفيذ مهامها الرئيسية من سياسات محلية واتجاهات عالمية والاستجابة بمرونة للتحديات والفرص التي تم تحديدها ضمن النظام الكلي المحيط ببيئة عمل الجهة الحكومية.

تبني مفهوم
النظام
الايكولوجي



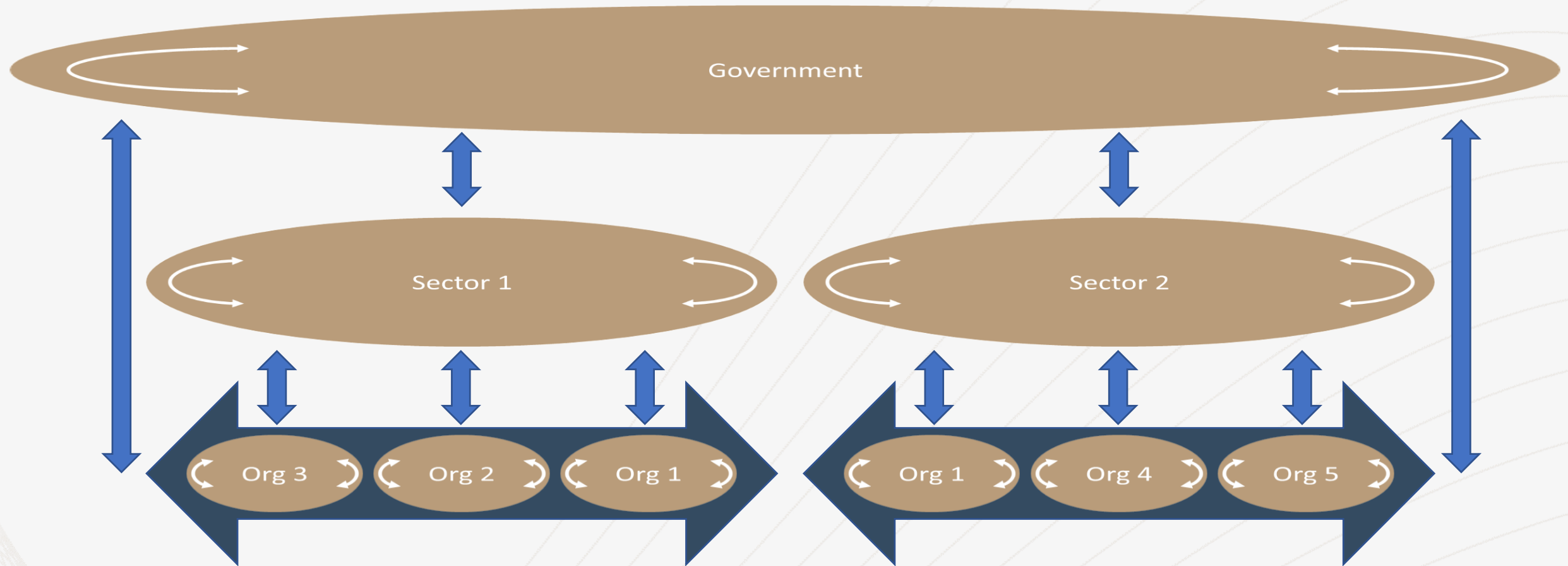
How does it look like?



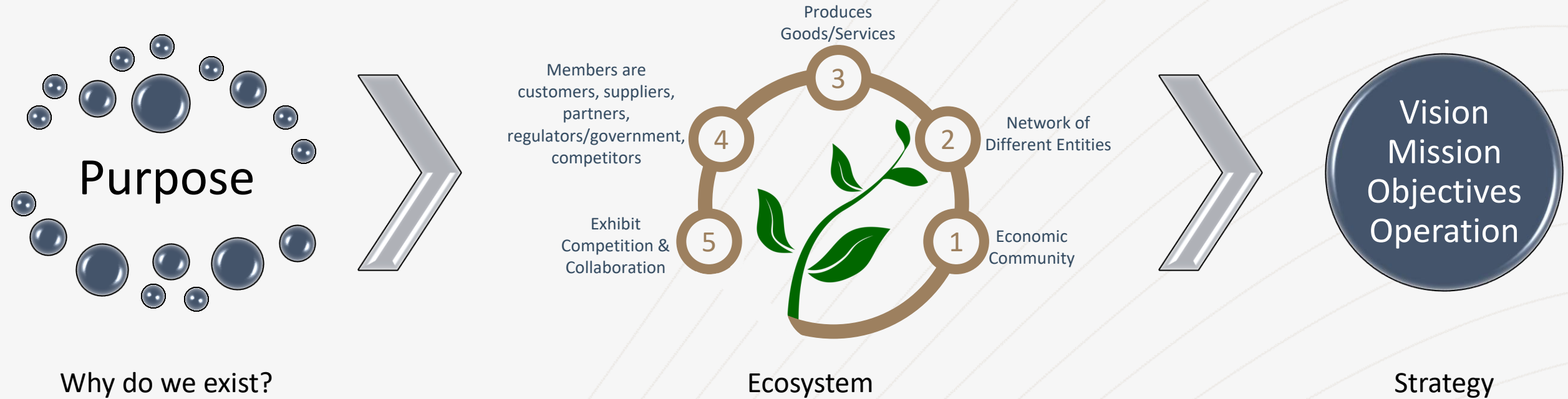
Public Sector Ecosystem

Ecosystem level and its PAM core theory	Description	Governance mechanism/role of public service manager	Example of value creation (in the field of education)
Macro-level (institutional): public value	The impact of societal norms, rules and beliefs upon value creation practices (process) and the creation of public value (outcome)	APPRECIATE: the institutional level is not amenable to governance by public service managers, but it does need to be understood by them, and its import for public service delivery	Education both enacts the values that underpin a society about the role of learning within it (process) and may promote other societal values such as inclusiveness (outcome)
Meso-level (service delivery system): collaborative governance	The impact of the organizational actors, service processes, and local community on value creation (process) and the creation of organizational/service learning and improvement (outcome)	ENGAGE: this is the level that public service managers have most control over—both through resource creation/management and by the governance of public service organizational networks	A school may choose to review/reconfigure the layout of the library by co-designing it with students (process). This may subsequently enhance the learning experience, improving the service delivered by the school (outcome)
Micro-level (individual service user/stakeholder): public service logic	The impact of the individual user (and other key individual stakeholders) on value creation (process) and the creation of individual value (outcome)	FACILITATE: this is the level where individual stakeholders create/co-create value in their own lives by integrating resources (services) from the meso-level with their needs, experiences and expectations	Students bring their own life experiences into the classroom which changes the learning experience for all (process). Value is created/destroyed for the student when they engage with these resources in the context of their own life—in terms of both their learning and their future life expectations and/or experiences (outcome)

Public Sector Ecosystem



What's next



Thank you