

Thriving in an Increasingly Digital Ecosystem

Given the amount of turmoil digital disruption is causing, it's time for companies to evaluate the threats and opportunities — and start creating new business options for the future.

BY PETER WEILL AND STEPHANIE L. WOERNER

THE BUSINESS WORLD is rapidly digitizing, breaking down industry barriers and creating new opportunities while destroying long-successful business models. We call this process digital disruption, and although sweeping technology-enabled change often takes longer than we expect, history shows that the impact of such change can be greater than we ever imagined. Think steam engines, cars, airplanes, TVs, telephones and, most recently, mobile phones and e-books. With e-books, the market has been slow to develop. Traditionalists said you wouldn't be able to replace the experience of a paper book. But e-books are gaining traction — they are cheaper than paper books, faster to acquire and searchable. Although the margins on them are thinner than the margins on traditional books, the market is growing. In 2014, 28% of American adults read an e-book, up from 17% in 2011.¹

Given the amount of turmoil digital disruption is causing, it's time for companies to evaluate these threats and opportunities and start creating new business options for the future — the more-connected future of digital ecosystems. Board members at large companies agree. In recent research



THE LEADING QUESTION

How should companies prepare for digital disruption of their businesses?

FINDINGS

- Use digital techniques to know more about your end consumers and help solve their life event needs.
- Companies that operate strictly as suppliers will be under growing pressure.
- Consider developing a digital ecosystem and partnering with others, even competitors.

Thriving In An Increasingly Digital Ecosystem Journal Article

Katja Wenzel



Thriving In An Increasingly Digital Ecosystem Journal Article:

The Contemporary CFO Michael Haupt, 2021-11-03 The digital revolution is changing our world and the fundamentals of business faster than anyone expected and the responsibility for leading key aspects of enterprise wide business transformation often falls to the Chief Financial Officer CFO This book provides motivation and guidance for current and future finance leaders to navigate an increasingly unpredictable dynamic complex and connected world As businesses are forced to change fundamentally or accept the reality of being left behind the CFO has a particularly important part to play in preparing for this change not only for their own function but for the business as a whole So what is the role of CFOs in delivering digital business transformation What can they do to manage business resources and performance more dynamically How can CFOs contribute to the creation and management of new business models such as digital business platforms and ecosystems And what can finance leaders do to enable sustainable growth and long term multi stakeholder value creation These and many more key questions are tackled in *The Contemporary CFO* which draws on practical experience of transforming leading global businesses and on extensive original research including in depth interviews with a wide range of corporate leaders CFOs are used to managing change but delivering a complex business transformation on top of an already demanding role can be challenging This essential guide includes the latest thinking trends and perspectives to help finance leaders navigate the demands of the connected world successfully *New Perspectives in Network Studies*

Anna Moretti, Lisa Balzarin, 2023-04-26 In line with the multi disciplinary nature of network research this edited volume collects both empirical and conceptual contributions that nurture the debate on network research specifically dealing with the topics of network performance and agency The contributions draw on different literatures and epistemic approaches and address different levels of analysis both from a static and a dynamic point of view It will be of great interest to academics and students developing research in the field of network studies It will also be of interest to scholars of operations management organization studies strategy innovation financial management and business history **Management Models of Digital**

Transformation Katja Wenzel, 2021-12-12 The success of a digital transformation is not a foregone conclusion A digital transformation as a highly complex process impacting major areas of an organization requires a systematic approach that goes beyond individual transformation initiatives This work analyses and integrates existing approaches to managing and coordinating a digital transformation in order to identify relevant success factors of a digital transformation serving as a basis for the development of a systematic framework for a management model of digital transformation The analysis reveals ten success critical focus areas of a digital transformation which comprise numerous success factors Vision goals and strategies Leadership Communication Digital culture and mindset Digital platform Partnership network Capabilities talents and skills Organization coordination and roles Management methodologies and Governance A systematic framework is proposed that serves as a foundation for the future development of a management model addressed to executives and experts

who are tasked with launching driving and sustaining a digital transformation *Contemporary Digital Transformation and Organizational Effectiveness in Business 4.0* Nilanjan Ray, Sudin Bag, Tapas Kumar Chatterjee, 2024-11-22 Making businesses sustainable is an ever present challenge faced by entrepreneurs both established and new This new book takes an insightful look at the changes occurring in the digital arena for enhancing organizational effectiveness in business today This volume discusses AI and machine learning in business sustainable development goals for organizational effectiveness sociointercultural sustainable natural resources management entrepreneurial marketing practices specialized technical education Bitcoin and cryptocurrencies digital financial services and more *Towards Digital and Sustainable Organisations* Alessandra Lazazzara, Rocco Reina, Stefano Za, 2024-05-20 This book presents a collection of research papers that explore how ICT experts managers and policymakers can address sustainability issues in digital transformation DT by considering people practices organizational processes and platform design issues Each chapter offers insights into how to create sustainable digital solutions that benefit both society and the environment The diversity of views presented makes this book particularly relevant for scholars companies and public sector organizations The content is based on revised versions of selected papers original double blind peer reviewed contributions presented at the annual conference of the Italian Chapter of AIS which took place in Catanzaro Italy in October 2022 **Youth Technical Sessions Proceedings** Vladimir Litvinenko, 2019-05-24 Over a decade ago the World Petroleum Council launched an initiative to hold an international professional youth forum The first forum took place in October 2004 in China and had as its motto Young people and innovations are the future of the oil industry It was the first major event in the history of the WPC in which young professionals and academics had the leading role and had the opportunity to exchange their ideas in insights on the oil and gas industry with industry leaders and main representatives of the oil and gas industry Since then issues of professional development and the disclosure of the creative potential of young industry professionals have been on the agenda of the World Petroleum Council as one of the key areas for the development of international cooperation focused on a strategic perspective The Future Leaders Forum of the World Petroleum Council VI is the largest international platform for professional communication of young specialists in the oil and gas industry The contributions in this book are much of interest to professionals and scientists interested or involved in the oil and gas industry or related areas **Advanced MIS and Digital Transformation for Increased Creativity and Innovation in Business** Ekren, Gülay, Erkollar, Alptekin, Oberer, Birgit, 2019-09-27 As businesses undergo digital transformation technologies will lead to greater efficiencies and change how we interact in traditional relationships among suppliers producers and customers as well as between human and machine One such technology is the introduction of management information systems MIS that provide a company with the coordination control analysis and visualization of information by collecting from various digital environments In today s digital age information needs to be managed and MIS have the ability to transfer the information obtained by computer

systems to the business operations within the business models business processes and management functions Advanced MIS and Digital Transformation for Increased Creativity and Innovation in Business is an essential reference source that discusses the impact of digital technologies in enterprises and their competitive environment on management information systems and examines the application of new technologies to support strategic decisions and realize exciting visions Featuring research on topics such as machine learning resource planning and e commerce this book is ideally designed for managers executives IT specialists analysts business professionals training officers software engineers business administrators scholars researchers and practitioners seeking coverage on future trends issues and challenges in relation to management information systems

Organic Growth Disciplines Devanathan Sudharshan, 2019-09-09 If your firm doesn't grow sustainably can you grow professionally In Organic Growth Disciplines business expert Devanathan Sudharshan introduces a new framework for exploring the fuzzy front end of the search for growth opportunities

Future Ready Stephanie L. Woerner, Peter Weill, Ina M. Sebastian, 2022-10-18 To be a top performer in the digital economy to become truly future ready you need a playbook Now you have one It seems like almost every company you can think of including your own has embarked on a digital transformation journey The problem is many companies start down the road without a good sense of where they are going or a clear idea of how they will create and capture digital value Not surprisingly this leads to problems failure to realize the value from digital in their bottom lines wasted resources and effort added complexity and dysfunction This compact no nonsense book provides a solution In their years of working with senior executives around the world MIT research scientists Stephanie Woerner Peter Weill and Ina Sebastian noticed that these leaders knew they had to transform their businesses but lacked a coherent framework and a common language a playbook to guide and motivate their employees and keep everyone focused on a common goal Future Ready is that playbook Based on years of rigorous research with data from more than a thousand companies BBVA CEMEX DBS Fidelity Maersk and many others the book provides a powerful field tested four pathways framework that offers insights into the important dimensions at which a firm must excel in order to be competitive as well as the organizational disruptions that every firm must manage as part of the transformation journey The book includes instructive examples sharp analyses assessments to help companies benchmark themselves against top performers and many illuminating visuals to help crystallize the data and ideas Woerner Weill and Sebastian show that the goal isn't digital transformation but rather a profound business transformation Future Ready is your essential guide for becoming a top performer in the digital economy

Management in the Age of Digital Business Complexity Bill McKelvey, Renata Kaminska, Maria Paz Salmador, Nadine Escoffier, 2021-09-07 Management in the Age of Digital Business Complexity focuses on how the digital age is changing management and vastly speeding up complexity dynamics The recent coevolution of technologies has dramatically changed in just a few years how people and firms learn communicate and behave Consequently the process of how firms coevolve and the speed at which they coevolve has been dramatically changed

in the digital age and managerial methods are lagging way behind Combining his own expertise with that of a number of specialist and international co authors McKelvey conveys how companies that fall behind digitally can quickly be driven out of business The book has been created for academics seeking to upgrade management thinking into the modern digital age and vastly improve the change capabilities of firms facing digital oriented competition

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