

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

OECD



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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 *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 *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 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 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 *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 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 **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

Emerging Ecosystem-Centric Business Models for Sustainable Value Creation Ziouvelou, Xenia, McGroarty, Frank, 2021-08-06 A hyperconnected constantly evolving world has emerged A world where people internet of people things internet of things and data internet of data are linked together shaping the global economy while demanding new innovative approaches for value creation The era of hyper connectivity is no longer characterized by centralized firm centric business structures and traditional intra firm and inter firm processes Open distributed ecosystemic formations have started to emerge utilizing cutting edge technologies to harness the collective power co creation ability and intelligence of the crowd the data and the environment in an open participatory value co creation mode However the question has become whether the frameworks models and tools that organizations use to create value will remain the same in the new business environment and within the organizations themselves Existing literature on ecosystems business models and business model innovation are starting to examine these aspects Emerging Ecosystem Centric Business Models for Sustainable Value Creation explores emerging technology enabled ecosystems and ecosystem centric business models in theory and practice from a business and technological perspective and in a range of industrial settings aiming to contribute to the existing knowledge of innovative technology advanced ecosystems and business models facilitating their design implementation and sustainable value creation It examines the dynamics of this technology powered revolution and how it is influencing the foundations of value creation and business modeling in novel ecosystemic formations across the HMD triangle human machine and data The target audience of this book is researchers and professionals in the fields of innovation business and strategy as well as computer science and information technology along with managers executives practitioners researchers academicians and students interested in new ways to create value in emerging and future ecosystems via innovative ecosystem centric business models and strategies

OECD Tourism Trends and Policies 2020 OECD, 2020-03-04 The 2020 edition analyses tourism performance and policy trends across 51 OECD countries and partner economies It highlights the need for coherent and comprehensive approaches to tourism policy making and the significance of the tourism economy with data covering domestic inbound and outbound tourism enterprises and employment and internal tourism consumption

CRM Goes Digital Sabine Kirchem, Martin Stadelmann, Mario Pufahl, David Laux, 2025-02-12 Customer management has taken on entirely new forms since digitalization This brand new CRM book is dedicated to the latest approaches that dominate sales marketing and service in this era of digitalization Topics include Omni Channel or mobile CRM concepts Big Data and social media tools new customer experience or loyalty approaches and Artificial Intelligence etc In this forward looking practice oriented and conceptually sound customer

relationship management book readers will learn about future developments in customer management using digital CRM dCRM product and service optimization The book also focuses on sales management and the improvement of sales performance through radical customer orientation The chapters are written by and for academic consulting and company experts who appreciate a theoretical and practical approach to the topic **Handbook of Research on Applied AI for International Business and Marketing Applications** Christiansen, Bryan,Škrinjarčić, Tihana,2020-09-25 Artificial intelligence AI describes machines computers that mimic cognitive functions that humans associate with other human minds such as learning and problem solving As businesses have evolved to include more automation of processes it has become more vital to understand AI and its various applications Additionally it is important for workers in the marketing industry to understand how to coincide with and utilize these techniques to enhance and make their work more efficient The Handbook of Research on Applied AI for International Business and Marketing Applications is a critical scholarly publication that provides comprehensive research on artificial intelligence applications within the context of international business Highlighting a wide range of topics such as diversification risk management and artificial intelligence this book is ideal for marketers business professionals academicians practitioners researchers and students **The Routledge Companion to Asian Family Business** Ho-Don Yan,Fu-Lai Tony Yu,2021-04-27 This companion provides broad and in depth insights into family business in Asia and how Asian family firms navigate in the digital economy The first part of the book looks at key concepts of family business while the second part presents Asian family firms cases from Japan South Korea China Taiwan Hong Kong Thailand Malaysia and other Asian economies This comprehensive reference will help readers understand how family firms in Asia compete and survive in the world market especially in the digital age and why and how Asian economies can emerge as one of the most dynamic regions in the world *The SAGE Encyclopedia of Business Ethics and Society* Robert W. Kolb,2018-03-27 Spans the relationships among business ethics and society by including numerous entries that feature broad coverage of corporate social responsibility the obligation of companies to various stakeholder groups the contribution of business to society and culture and the relationship between organizations and the quality of the environment

ECIE 2020 15th European Conference on Innovation and Entrepreneurship Prof. Alessandro De Nisco,2020-09-17 The European Conference on Innovation and Entrepreneurship has been running now for 15 years This event has been held in Italy Northern Ireland France Belgium Portugal and Finland to mention some of the countries who have hosted it The conference is generally attended by participants from more than 40 countries and attracts an interesting combination of academic scholars practitioners and individuals who are engaged in various aspects of innovation and entrepreneurship teaching and research The 16th European Conference on Innovation and Entrepreneurship will be hosted by Instituto Universit rio de Lisboa ISCTE Portugal and the Conference Chair will be Florinda Matos **Innovation in Financial Services** Lech Gąsiorkiewicz,Jan Monkiewicz,2020-10-29 This book delves into the many innovative changes that the

financial industry has undergone in recent years The authors investigate these developments in a holistic manner and from a wide range of perspectives both public and private business and consumer regulators and supervisors Initially they set the framework of their analysis by discussing innovation cycles in financial services Thereafter they tackle the issue of financial innovations and their consequences for financial stability They then review the new approaches to financial consumers protection which emerged in the aftermath of the global financial crisis The authors underline the fact that this new approach is heavily influenced by the recent innovative drive in the financial industry Next they switch their attention to the public sector examining the innovative processes in monetary policy and central banks structural innovations in the supervisory models and systems and they assess some specific supervisory challenges regarding blockchain and the application of mathematics in the supervisory capacity Additionally the book examines a range of issues related to the private sector such as recent developments regarding risk transferring mechanisms on the financial market artificial intelligence and natural language processing for regulatory filings the development of process management in insurance companies and other innovative products on the market Finally Innovation in Financial Services discusses how the digital transformation of the financial system impacts the interaction between the public and private sectors The book is intended for graduate and postgraduate level students researchers public sector officers as well as financial sector practitioners

Design for Tomorrow—Volume 2 Amaresh Chakrabarti, Ravi Poovaiah, Prasad Bokil, Vivek Kant, 2021-04-26 This book showcases cutting edge research papers from the 8th International Conference on Research into Design ICoRD 2021 written by eminent researchers from across the world on design processes technologies methods and tools and their impact on innovation for supporting design for a connected world The theme of ICoRD 21 has been Design for Tomorrow The world as we know it in our times is increasingly becoming connected In this interconnected world design has to address new challenges of merging the cyber and the physical the smart and the mundane the technology and the human As a result there is an increasing need for strategizing and thinking about design for a better tomorrow The theme for ICoRD 21 serves as a provocation for the design community to think about rapid changes in the near future to usher in a better tomorrow The papers in this book explore these themes and their key focus is design for tomorrow how are products and their development be addressed for the immediate pressing needs within a connected world The book will be of interest to researchers professionals and entrepreneurs working in the areas on industrial design manufacturing consumer goods and industrial management who are interested in the new and emerging methods and tools for design of new products systems and services

Onlearning:
How disruptive education reinvents learning José Cláudio Securato, 2020-06-23 Onlearning How disruptive education reinvents learning brings a new concept which appears as a response to the desire for change in education specifically in education for executives in the face of the exponential and out of sync transformations of society which happen through technology and revolutionize organizations people s lives and customs with the aim of extracting the best from this evolution

and expanding it in a maximized way into executive learning The work consists of three parts Part I deals with the history of work oriented education executive education and business schools It shows how the teaching of Administration was formalized mainly by business schools and what learning and cognition methodologies were developed by the various thinkers of the 19th and 20th centuries whose models have repercussions until today Part II outlines the scenario in which technology and digital transformation are consolidated as fundamental means for creating disruption in the most diverse areas of knowledge and industry sectors It approaches how Clayton Christensen s theory of disruptive strategy defies the logic of traditional innovation as well as what are the effects of new technologies on the economy society and people s lives and how fast are they advancing to become accessible radically transforming reality Finally Part III deals with education and Saint Paul s disruptive proposal for executive education Onlearning It reflects on the need for education to concretely impact technological evolution in a broad way in its economic and social aspect It ends by presenting 20 conclusions on Onlearning featuring objectives actions and projections for the future of education based on the proposal to reinvent education through the resources that technology and digital transformation make available to everyone

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