
Contents

1	Introduction	1
1.1	Goals of the Book	1
1.2	Convergence	5
1.3	Openness, Agility, and Ambidexterity	7
1.4	Transformation Cycles	9
1.5	The Ecosystem as a Catalyst	15
1.6	Structure of the Book	16
	References	18
2	The Digital Paradigm	19
2.1	The Digital Transformation	19
2.1.1	From Digitization to Digitalization	19
2.1.2	Digital Aspects	21
2.1.3	Triggers of Digital Transformation	24
2.2	Disruption as an Opportunity	25
2.3	The Paradigm Shift	30
2.4	Discontinuities	31
2.5	Financial Centers and Innovation Hubs	33
2.5.1	Globalization	33
2.5.2	A Lost Decade in the Financial Sector	34
2.6	The Digital Age	36
2.7	Technology as a Driver in Customer Behavior	37
2.8	Unregulated Platform Economy	38
2.9	Non-Industry Disruptors	40
2.10	Fintechs as Pioneers of the Digital Age	42
2.11	Digital, Modular, Open and Agile	45
	References	47

3	Trends and the Dynamics of Change.	51
3.1	Understanding the Forces of Change.	51
3.2	Market Trends	54
3.2.1	New World Order.	54
3.2.2	Demographics	54
3.2.3	Asset Growth	55
3.2.4	Irrational Decisions and Growth Markets	56
3.2.5	The New Silk Road	58
3.2.6	Financial Inclusion through Digital Banks	59
3.3	Technology Trends.	61
3.3.1	The Silicon Chip as a Base Technology	61
3.3.2	The Convergence of Key Technologies	62
3.3.3	Generative Artificial Intelligence.	63
3.3.4	Cloud Computing.	64
3.3.5	Quantum Computing	67
3.4	Convergence in Parallel Worlds.	70
3.4.1	The Merging of Real and Virtual Worlds.	70
3.4.2	Metaverse Requires more Computing Power	72
3.5	Strategic Realignment	72
	References.	74
4	Digital Growth Laws.	77
4.1	The Influence of Size	77
4.2	How Growth Occurs	79
4.3	Experience-Oriented Growth	81
4.4	Profitable Growth.	84
4.5	Exponential Growth.	87
4.6	Digital Risk	91
4.7	Sustainable Growth as the Ultimate Goal	94
4.7.1	The Paradox of Profit.	94
4.7.2	Re-defining Prosperity.	95
4.8	Future Growth Requires New Innovation Models.	96
	References.	97
5	Open Innovation as a Basis	101
5.1	Theory, Process and Complementary Services	102
5.1.1	The Innovation Process	102
5.1.2	From Invention to Innovation	104
5.1.3	Types of Innovation	106
5.1.4	Special Features of Service Innovation	107
5.1.5	Added Value through Complementary Services	108
5.2	The Traditional Innovation Paradigm	109

5.3	Adopting a Resource-Based View	110
5.4	Social Capital in the Ecosystem.	111
5.5	Interorganizational Collaboration	113
5.6	The Path to an Open Society	114
5.7	Open Innovation.	117
5.8	Interdisciplinary Business Activities in Ecosystems	119
	References.	120
6	Open Ecosystems.	123
6.1	Digital Platforms and Ecosystems	124
6.1.1	Ecosystem Evolution	124
6.1.2	Hyperconnectivity and Network Effects	128
6.1.3	Value Creation in an Ecosystem	130
6.1.4	Advantages of an Ecosystem Strategy.	132
6.2	Characteristics of an Ecosystem	133
6.2.1	Interdependencies	133
6.2.2	The Allocentric Model.	136
6.3	Roles and Responsibilities in the Ecosystem.	137
6.3.1	Trust as the Engine of Collaboration.	137
6.3.2	Orchestrator	140
6.3.3	Suppliers	140
6.3.4	Contributors	140
6.3.5	Consumers	141
6.3.6	Universities (Contributors)	142
6.3.7	Innovation Labs (Contributors)	143
6.3.8	Think Tanks (Contributors)	143
6.3.9	Start-Ups (Contributors/Suppliers)	144
6.3.10	Communities (User-Oriented Contributors)	145
6.3.11	Machines (User-Oriented and Supplier-Oriented Contributors)	146
6.3.12	Consultants and Mentors (Contributors)	147
6.3.13	Political Decision Makers and Regulatory Authorities (Orchestrator-Oriented Contributors)	148
6.4	Regional Ecosystems	149
6.4.1	Innovation Clusters	149
6.4.2	The Silicon Valley Ecosystem	150
6.4.3	The Crypto Valley Ecosystem	153
6.5	Ecosystems for Promoting Financial Inclusion	156
6.6	Cross-Sector Ecosystems	158
6.6.1	On the Path of Rapid Scaling.	158
6.6.2	Unlocking New Business Fields with Technology	159

6.7	Health Ecosystems	161
6.7.1	Data at the Center	161
6.7.2	Nutrition, Exercise and Relaxation	162
6.7.3	Digital Technologies Change Expectations	165
6.7.4	Health in the Data Flow	166
6.7.5	Technology, Social Media and Health	167
6.8	Alibaba: The Winner Takes It All	170
6.8.1	Online Shopping and Payment as the Original Cycle	170
6.8.2	Ant Group as the Largest Universal Financial Service Provider	175
6.8.3	Trade Remains Core Business	177
6.8.4	Complementary Services	179
6.9	Super-App: The integrator of the digital ecosystem	180
6.10	The Golden Triangle of Open and Digital Ecosystems	183
6.11	Cross-Selling in the Ecosystem	184
6.12	Integration and Incubation	185
	References	188
7	The Path to the Ecosystem	193
7.1	Business Model Innovations	193
7.1.1	Focus on Customer Benefit	193
7.1.2	Digital Business Models	194
7.1.3	Adaptability	195
7.1.4	Independence, Transparency, and Efficiency	197
7.2	Automation	198
7.3	Social Commerce: The new Trend in Ecosystems	200
7.4	Service and Customer Orientation	202
7.4.1	Market-Pull and Need Focus	202
7.4.2	Dynamic Customer Segmentation	205
7.4.3	Predictive and Cognitive Abilities	207
7.4.4	Consumers, Customers, Users	211
7.4.5	From Patient to Customer	212
7.4.6	Interpersonal Relationships	212
7.5	Experience-Oriented Business Models	213
7.5.1	Lifestyle and Experiences	213
7.5.2	From Car Manufacturer to Lifestyle Ecosystem	214
7.5.3	Women at the Center	217
7.6	Trust Remains Important in the Digital World	221
7.7	Product Development with Platform Data	223
7.7.1	Online and Back Again	223
7.7.2	Data Collection	224
7.7.3	Data Analysis	225

7.7.4	Concept Development	225
7.7.5	Prototyping	225
7.7.6	User Testing	226
7.7.7	Introduction	226
7.7.8	Monitoring and Optimization	226
7.8	How to Bring Everything Together?	227
7.9	Competence-Oriented Ecosystem Strategies	228
7.10	Integration into Corporate Strategy	230
	References	231
8	Ecosystem Leadership	235
8.1	Strategic Change	235
8.2	Dynamic Capabilities	236
8.3	Openness	238
8.3.1	Open and Permissive Organizational Culture	238
8.3.2	Promotion of Innovations in the Ecosystem	240
8.3.3	Disadvantages of Openness	241
8.4	Agility	242
8.4.1	Customer and Market Oriented	242
8.4.2	Interorganizational Agility	244
8.4.3	Agile Leadership	246
8.5	Ambidexterity	248
8.5.1	Organizational Ambidexterity	248
8.5.2	Hybrid Approaches	250
8.6	Ecosystem Governance	251
8.7	Ecosystem Leadership	253
	References	256
9	The Future of Work in Ecosystems	259
9.1	What Does the Future Hold?	259
9.1.1	There are Multiple Futures	259
9.1.2	Scenario: Digital Value Creation	261
9.1.3	Scenario: Platform Economy	262
9.1.4	Scenario: Parallel Worlds	263
9.2	The Convergence of Industry and Technology Determines All Futures	264
9.3	We Are All Actors in the Ecosystem	266
9.4	The Future of Work in the Ecosystem	267
9.5	Digital Transformation Has No End in Sight	271
	References	272