Ruminations about Digital Ecosystems, Strategy, and Organizational Design

As I noted in July’s The Strategic Edge, Mike Leonetti, President of the Association for Strategic Alliance Professionals (ASAP) and I will discuss ecosystems and whether yours is working for you, during our webinar on August 8th. As others have noted, contemporary digital platforms have been disrupting traditional ecosystems and business models, and that is likely to continue. Gartner Research defines these emerging digital ecosystems as “…an interdependent group of enterprises, people and/or things that share standardized digital platforms for a mutually beneficial purpose…”. Given the speed of change in this digital world I began thinking of the ability of organizations to adapt and design their organizations to be flexible and responsive.

This made me think of my good friend and colleague, Naomi Stanford, and I asked for her thoughts on how to design organizations to meet this challenge. Read her humorous, yet insightful, blog on the subject entitled: Digital ecosystems – any thoughts?

Mike and I will talk about the challenges strategic alliance professionals face when managing the partnerships required for ecosystem operation. What I am specifically interested in exploring, is not only the professional skills required by those who traditionally have managed the partnerships, but also those who should be managing and where should they be structurally aligned within an organization. Furthermore, is there an optimal organizational design solution? Should this function be centralized? Or will a decentralized structure – that is placing these alliance professionals closest to the partners that they manage – enable greater adaptability and efficiency? How many strategic alliance professionals are needed regardless of the structure? What new skills do they require? How do you continually develop their skills to meet the challenges around the corner?

Some are calling for a “partner-centric” operating model, where the main role is to listen to the “voice of the partner”, being more responsive which adds more value to the customer. Such a role compliments the importance of listening to the customer in ways digitization so greatly enables.

This model makes sense to Naomi Stanford in terms of using “big data” and sentiment analysis to understand what is working and what is not; and more importantly, adjusting your ecosystem to better serve the customer. I love her analogy of seabirds and how they are being challenged to adapt to their rapidly changing ecosystem. I encourage you to respond with your thoughts on whether you can control the design of your digital ecosystems, what some call the “paradox of digital ecosystems”.

Another consideration that will factor into your ecosystem, especially with “cross-border” ecosystems, is culture. What is the impact on strategic alliance professionals who now work with, negotiate with, and oversee relationships that span countries? How do they get trained? How quickly can they adjust terms and conditions? What constraints must be considered? What is the impact on the success of the ecosystem if changes can’t be made in a timely fashion?

These are some of the questions Mike and I will explore in our webinar on August 8th. We will also offer our advice on assessing your ecosystem and what to look out for so you won’t be taken by surprise by a digital or other disruption.

Jim Stockmal
President, ASP
GLOBAL WEBINARS

Ecosystems: Is Yours Working for You?

Date: August 8, 2017  Time: 1:00 - 2:00 PM EDT
Presented by Jim Stockmal and Mike Leonetti

Ecosystems, those “economic communities supported by a foundation of interacting organizations and individuals—the organisms of the business world…that produce goods and services to bring value to their customers” are especially important for strategists to understand. Yesterday’s ecosystem may not be the right one for your future success. Today’s partners might be tomorrow’s competitor. In this webinar, we will explain the basics of ecosystems and explore how digital strategies must be considered to avoid disruption in your ecosystem. ASAP members have been writing about “network partnerships” or ecosystems since 2000 and we strategists can learn a thing or two from these strategic alliance professionals. As Mike Leonetti said, “one on one strategic partnerships are difficult in themselves, but as you add additional partnerships to your ecosystem, the level of complexity is magnified. Join us and learn best practices for examining and assessing your ecosystem.

Register >

Upcoming Global Webinar

Using Strategic Narratives to Accelerate Organizational Change

Date: September 12, 2017  Time: 1:00 - 2:00 PM (EDT)
Speaker: Amy Zalman

Click here for more details.

If you would like to host a webinar, please reach out to jennie@strategyassociation.org, we would love to hear from you!

Missed a webinar? Click here to view our recorded archives.

CHAPTER EVENTS & WEBINARS

Global Webinar: Ecosystems: Is Yours Working for You?

Date: August 8, 2017  Time: 1:00 - 2:00 PM (EDT)

Register >

Second Chance to Rock Your Business Model Design with ASP Norcal and Business Models Inc.

Date: August 9, 2017  Time: 11:00 AM - 12:30 PM (PT)

Register >

ASP Colorado Presents A Discussion on Nonprofit Strategy

Date: August 24, 2017  Time: 6:30 - 8:30 PM (MT)

Register >
Global Webinar: Using Strategic Narratives to Accelerate Organizational Change

Date: September 12, 2017  
Time: 1:00 - 2:00 PM (EDT)

Register >

ASP Chicago Presents Manage Strategic Performance by Using Meaningful Measures

Date: September 12, 2017  
Time: 5:30 - 7:30 PM (CST)

Register >

ASP Chicago Presents A Sample of Best Practices in Strategy Formulation

Date: November 13, 2017  
Time: 5:30 - 7:30 PM (CST)

Register >

Click here for additional information about upcoming events in your area!

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ANNOUNCEMENTS

ASP Wants to Hear from You!

Want to get published in the Strategic Edge newsletter? If so, we would love to hear from you! ASP members are encouraged to submit strategy-related news, articles and content for publishing. If you have any content to share for our next issue, please email it to Jennie at jennie@strategyassociation.org.

Next submission deadline is Friday, August 25.

Members at Work

It is always interesting to hear from members and their activities. Let us know what moves you are making, articles you are writing, and presentations you are giving in the area of strategy and strategic planning.

To send us an update for “Members at Work”, please contact membership@strategyassociation.org.

Get Involved with ASP

Would you like to get involved with ASP? By joining a Committee, you have the opportunity to contribute your expertise, learn from your peers and meet new people! Here are the Committees seeking new members:

• Certification Committee
• Marketing & Outreach Committee
  • Membership Experience Committee
  • Social Media Committee
• SPS Asset Transfer Task Force
• Technology Committee
• Thought Leadership Committee
  • 2018 ASP Conference Committee
  • Webinars Committee

Please contact Rachel King at executivedirector@strategyassociation.org for more information or to express your interest in participating, submit a “volunteer inquiry” here!

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CERTIFICATION CORNER

Upcoming Deadlines

Fall 2018 Testing Cycle

| Period 18-2: November 3 through November 17, 2018 |
Thank you for supporting the Association for Strategic Planning.

Testing Center Application Deadline(s):
Friday, August 3, 2018   Candidates testing outside of the US or Canada
Friday, August 24, 2018   Candidates testing in US and Canada

‘Tis the Season for Studying!

Forming a Study Group is a great way to study for the upcoming ASP Exam! To learn more on how to form a study group, please visit our website here.

Would you like to learn more about ASP’s Certification Program? Please feel free to contact us directly at certification@strategyassociation.org or 1.844.345.2828 ext. 324 to speak to the Program Manager.

MEMBERSHIP CORNER

Welcome to new members who joined in July 2017!

Colorado Chapter
- John Becka, Boutique Air

Members at Large
- Kathy Smith, KJ Smith Associates
- Mustafa Baghdadi
- Nancy Vepraskas, P2Excellence
- Payal Kondisetty, PMI
- Cheryl Shultz, City of Spruce Grove
- Tony Fernando, Fernando & Associates
- Karen Holz, The City of Calgary

National Capital Area Chapter
- Ashley Williams, Department of Employment Services
- Mary-Lynn Bedard, Canada House of Commons

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