



Moving on from Agile and Lean: Bringing Strategy back in


Harry Sminia,
with Aylin Ateş and Steve Paton

Strathclyde Business School



Ecosystem

Strategy for ecosystems

- A nested solutioning system
 - Characterized by the three dynamics of
 - Developing capabilities
 - Arranging governance
 - Appropriating money
- 



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A nested solutioning system

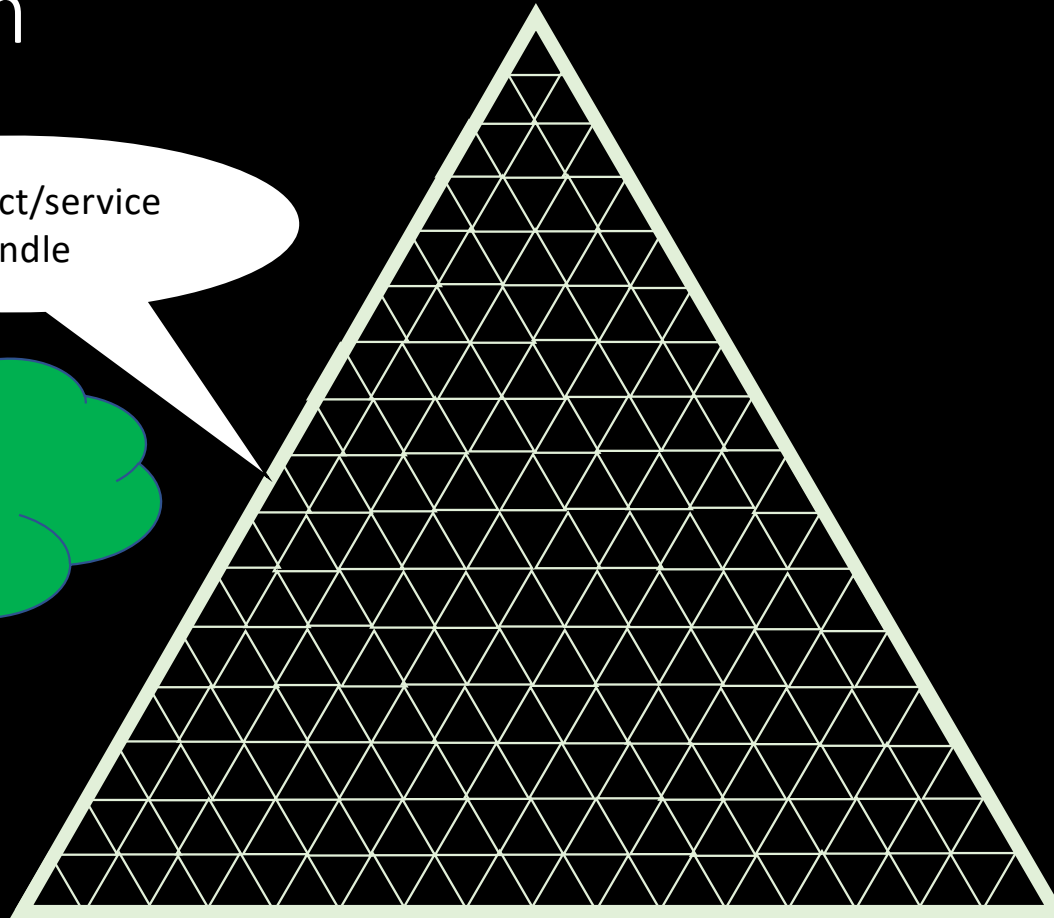


Ecosystem

A product/service bundle

An ecosystem generates complex functionality

Complex functionality is a complex / coherent solution to a complex problem



Ecosystem

A product/service bundle

An ecosystem generates a coherent solution

A coherent solution to a complex problem

Materials /
(sub)assemblies /
software /
maintenance /
service / finance /
insurance

A bundle with many contributions

Arriving at a complex solution requires solutions to many smaller problems

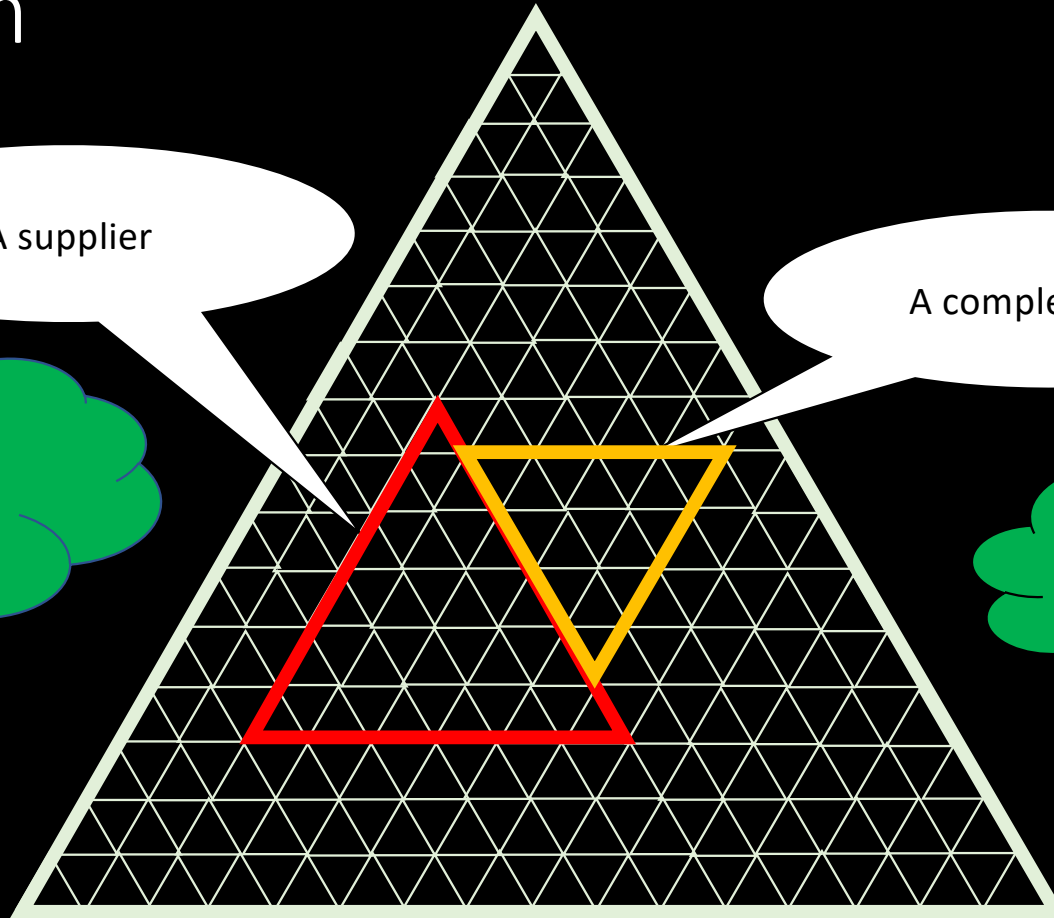
Ecosystem

A supplier

provides smaller solutions to be assembled into larger solutions

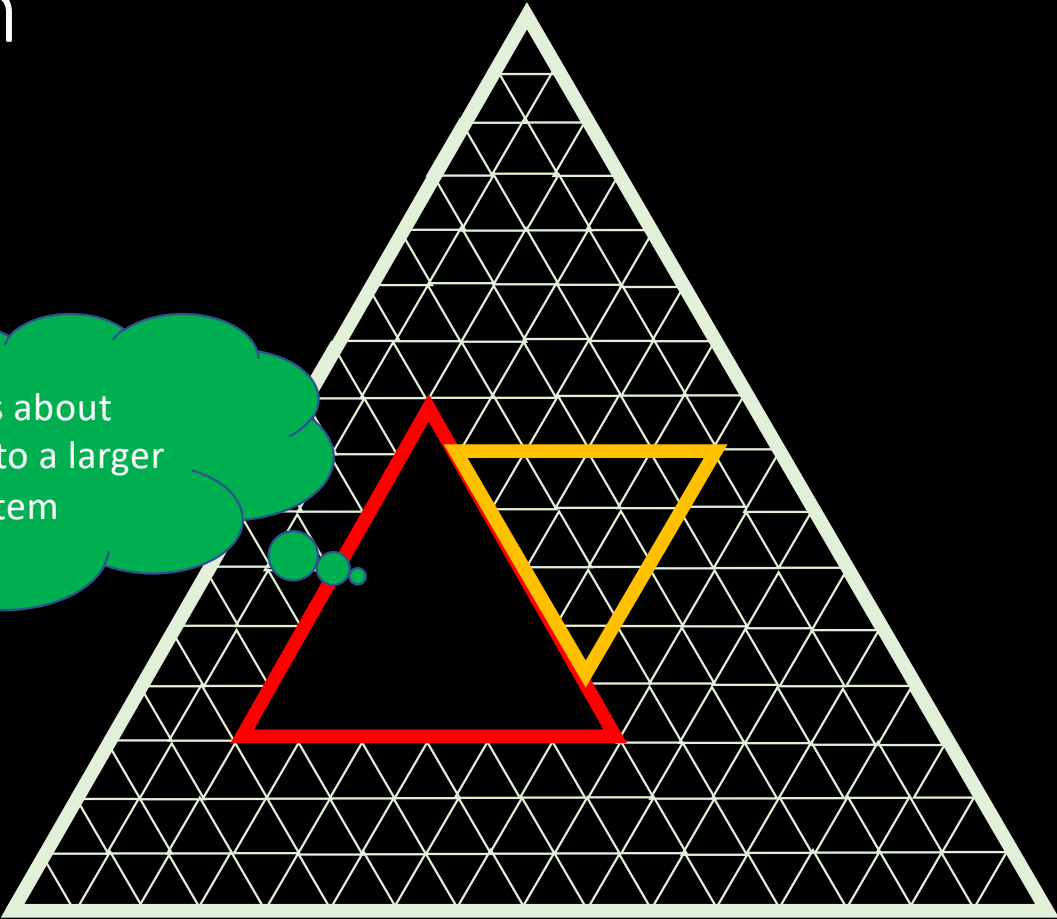
A complementor

combines with other solutions to make it work



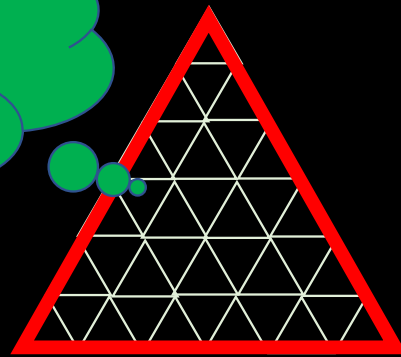
Ecosystem

Strategy is about contributing to a larger ecosystem



Ecosystem


Strategy is about being
an ecosystem



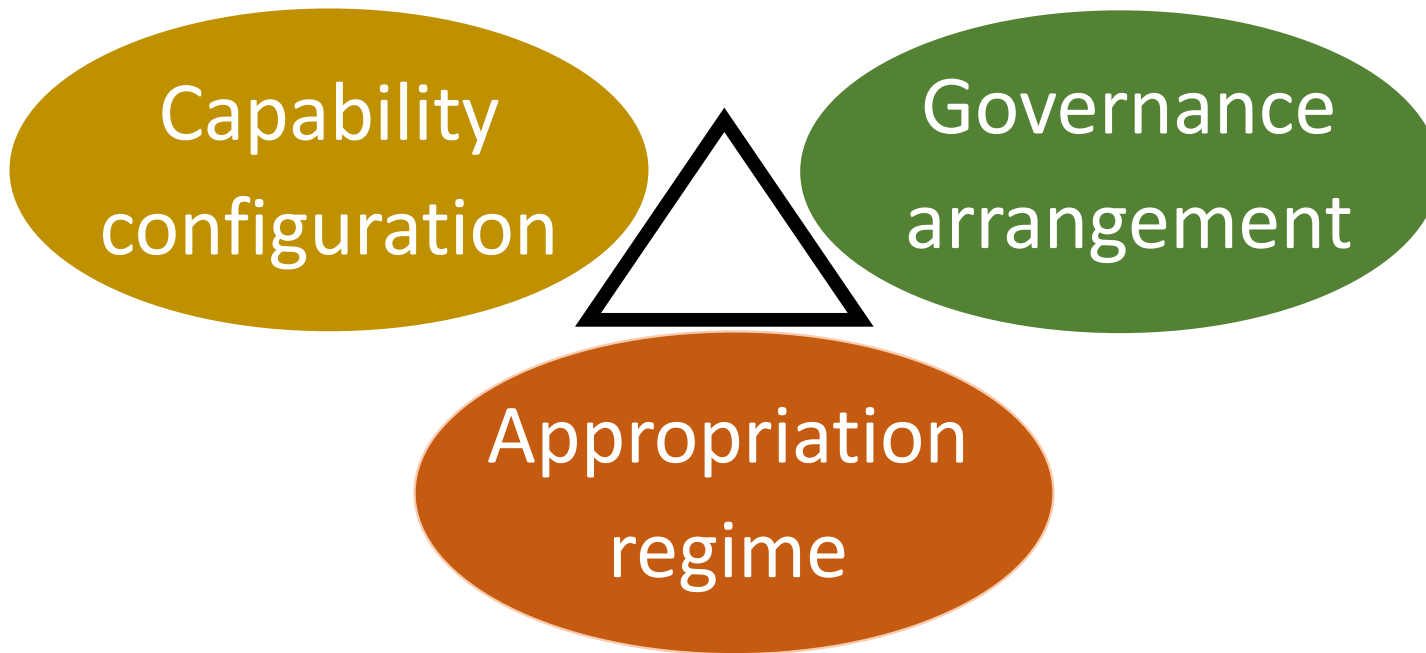


Ecosystem

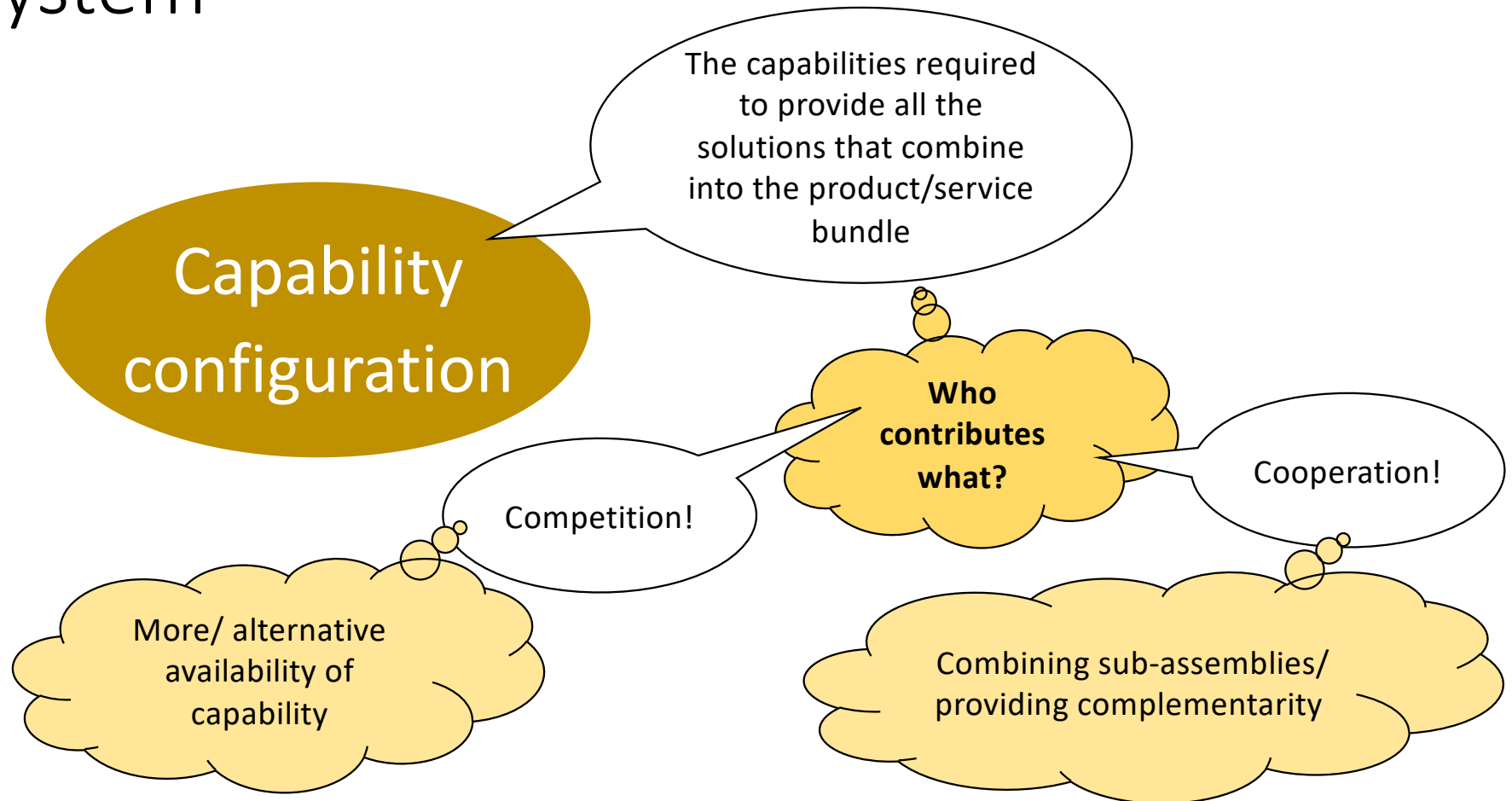
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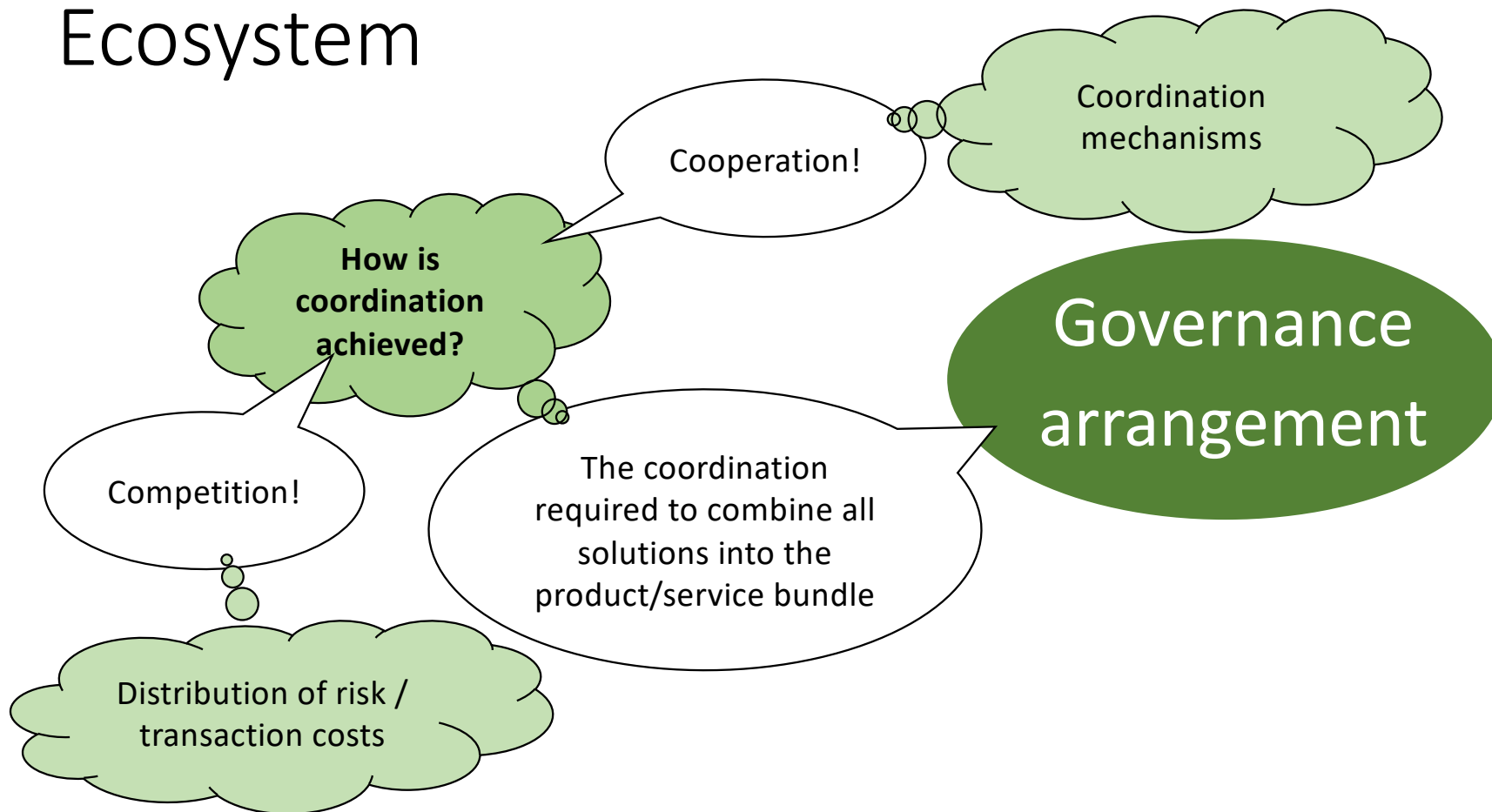
Ecosystem



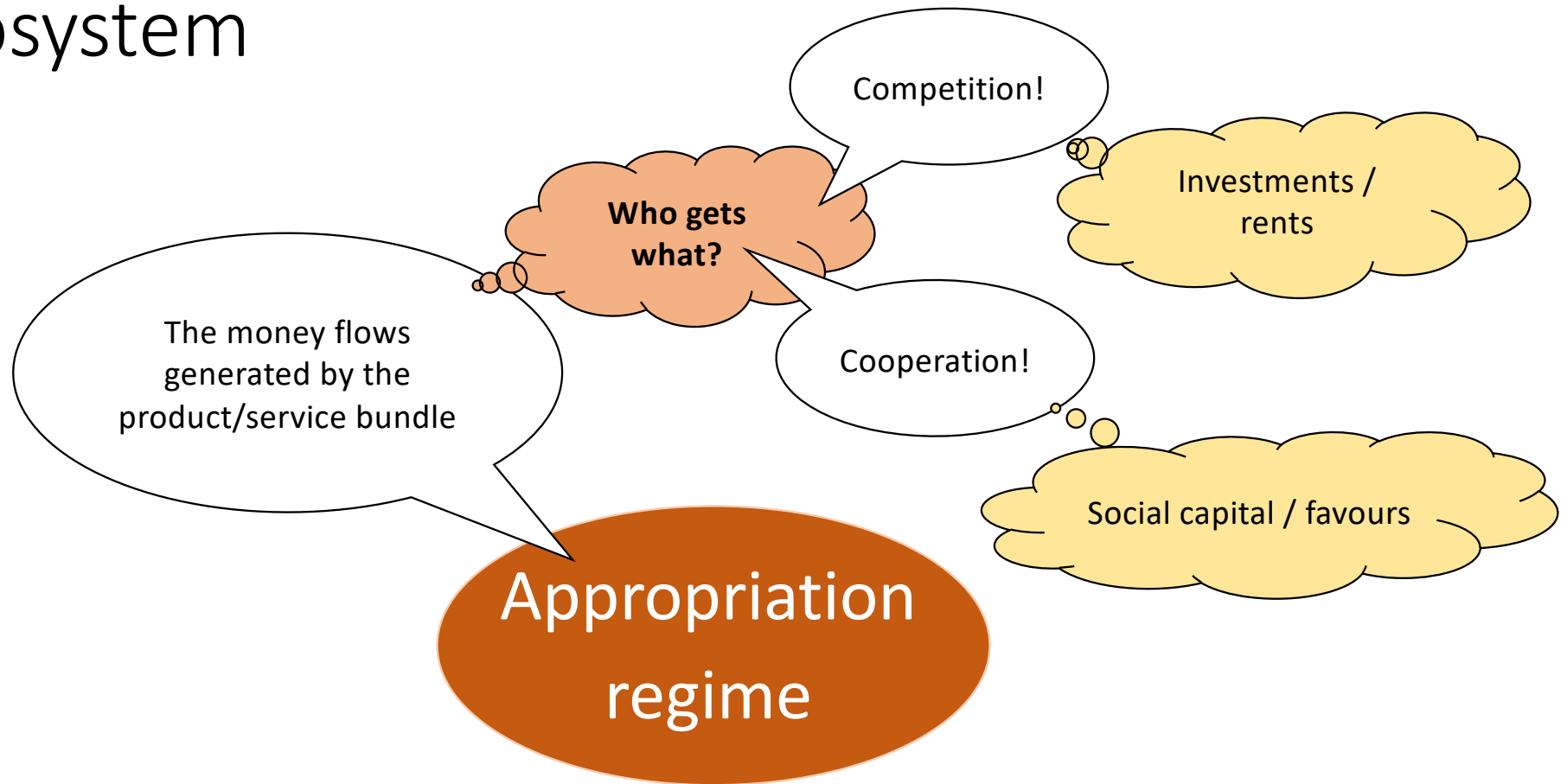
Ecosystem



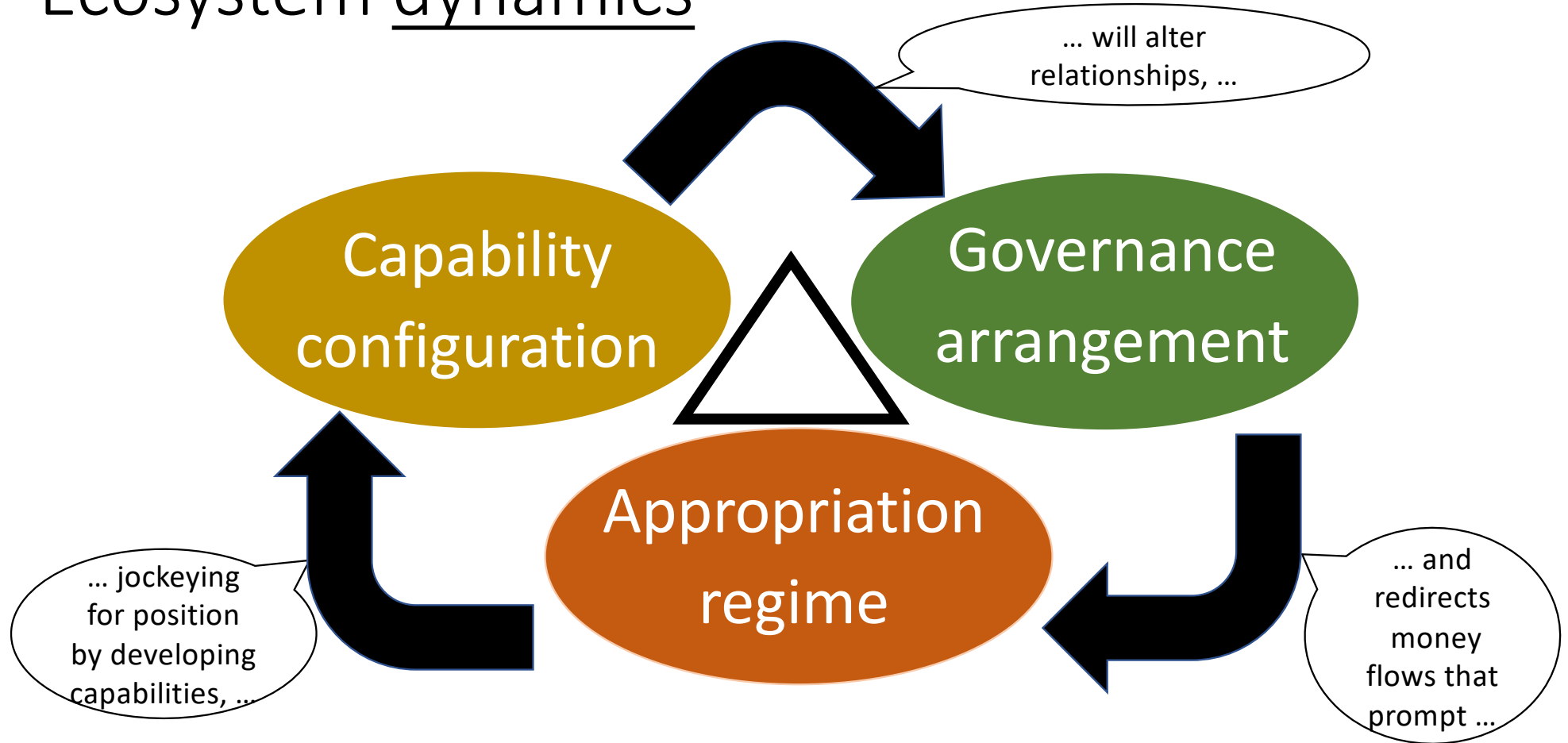
Ecosystem



Ecosystem



Ecosystem dynamics





Strategy

- How can a firm play the ecosystem game?
 - Indispensable capabilities
 - Beneficial governance
 - Positive value streams





Strategy

- What do you contribute to which ecosystem?
- What is contributing to you (because you are an ecosystem too)?

This is about activities / not about actors!






Strategy

Assessing your capabilities

- What capabilities do you have to make (potential) contributions?
 - What do you buy in?


 - How do your capabilities compare?
 - Proprietary or unique technology
 - Troublesome or well-oiled operations
 - Unskilled or specialized & highly skilled workforce

 - Are you actively developing more capabilities?
- 



Strategy


Finding out your governance arrangements

- What relationships do you have with whom and for what?
 - Contributing to you or to them
 - Complementarity or Assembly
 - How do these achieve coordination?
 - Market – Hybrid – Hierarchy
 - Formal contract – Informal understanding
 - Agreed standards
 - Subscriptions
 - Are you developing new relationships?
- 



Strategy


Tracking your value streams

- What are your margins and why?
 - Value v. Costs (lean)
 - How are you financed?
 - How much social capital?
 - Are you managing your finances and cash flow?
 - Are you making friends?
- 



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We are keen to apply this type of strategic analysis
to firms, to sectors,
and to develop government policy implications

Please be in touch

harry.sminia@strath.ac.uk

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